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Strategies Retail Managers Use to Reduce Employee Turnover

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2019

Abstract

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Sharon B. Love

MS, University of Phoenix, 2014

BS, Saint Augustine's University, 1982

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

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Abstract

Retailers lost 5.1 million employees in 2016, which resulted in a loss of profitability. The purpose of this single case study was to explore strategies retail managers used to reduce turnover at one retail company in the southeastern United States. The conceptual framework for the study was transformational leadership. The target population consisted of 6 store managers who reduced employee turnover in the retail industry. Data collection methods included face-to-face, semistructured interviews and a review of the company documents. Yin's 5-step analysis was used to analyze data. Three themes emerged from data analysis: supportive management leadership style, competitive compensations, and provision of efficient and effective communications to employees. The results of the study indicated store managers' strategies that are essential to reducing employee turnover. The implications of this study for social change include the potential to generate new opportunities for employment and encourage prosperity for local families and the community by improving profitability and sustainability and promoting organizational growth in retail companies.

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Dedication

I dedicate this study to my Lord and Savior Jesus Christ. I understand the meaning of the words; struggle, hurdle, and obstacle. This journey is a testimony of my faith and how God provided for my family and me when I was going through the struggles, over the hurdles, and around the obstacles. There were times I wanted to give up and quit, but God reminded me of how he had already put everything in place for me to achieve this goal. I want to thank my mother (Edna P. Jenkins), my daughter (Symone D. Love), sisters (Winifred, Patricia, Jennifer, Faye, and Dyane), brothers (Luther, Alphonso, and Ronald), nieces, nephews, cousins, my Delta Sigma Theta Sorority sisters, and my best friends (Alfreda and Margaret). All the individuals listed have been my motivators and supporters and encouraged me through this process. My daughter has been my biggest cheerleader. When I got frustrated with the process, long nights working and researching for this study, my daughter always reminded me of my determination by watching her navigate each obstacle, struggle and hurdle in her way to complete a simple task most of us take for granted. My daughter is my hero and I dedicate this degree to her and my sister and brother in law (Cheryl and Wendell Smith). Cheryl and Wendell have been my rock and my biggest supporters. They always pushed me to accomplish my dreams and goals in life. They are always in my corner, cheering me on.

Acknowledgments

Understanding my faith and knowing Jesus Christ as my savior is my main priority in life. There are times in life a person may question their path but my faith in God has allowed me to understand my purpose and mission in life. I thank my mentor and first committee chair, Dr. Vadell. Dr. Vadell always encouraged myself and my classmates to stay the course even when it was frustrating and long. Dr. Vadell pushed me to keep moving forward and don't give up. He was such a motivation during my first residency. When I attended my first residency, I was sitting on the fence about continuing this degree path. Dr. Vadell was honest and real about the challenge of getting a DBA degree. When I left the first residency, most of the cohort in our session had a clear understanding of the expectations. I would like to thank my second chair, Dr. Fan for her dedication and encouragement. Dr. Fan was very encouraging and very detail when she examined my work but gave me the support to continue the process. My second chair was closely involved in my growth as a person and a cohort. I would also like to thank my URR, Dr. Hammound. Dr. Hammound was very thorough in his assessment of my work but always gave outstanding reviews. I appreciated my Walden University cohorts (Dr. Boyd, Brian, Dr. Rice, Tashani, Kimberly, Dr. Watson, Dr. Johnson, Dr. Merritt, Wynadine, Sharron, and Carl), my co-workers (Debbie, Geno, and Bambi) and my editor, Libby.

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Section 1: Foundation of the Study

Employee turnover is the loss of experienced and talented workers which result in significant consequences for businesses (McManus & Mosca, 2015). Reducing employee turnover was essential to business practice because of employee turnover influences profitability and sustainability (Cloutier, Felusiak, Hill, & Pemberton-Jones, 2015). Alshanbri (2015) asserted retaining top performers could affect an organization's bottom line. McManus and Mosca (2015) posited the turnover rates are higher among sales workers in the retail industry than any other category and leaders must manage employee turnover. Hom, Mitchell, Lee, and Griffeth (2013) found employee turnover to be about 9% of the organization operating a budget.

Additionally, Hom et al. (2013) demonstrated employee turnover adversely affects the business' primary concern. The cost of training a new employee was about 90% to 200% of the employee salary annually (Hom et al., 2013). Retail store managers must create strategies to reduce employee turnover and increase employee retention.

Background of the Problem

Reducing employee turnover was essential for the operations of the business because employee turnover affects profitability and sustainability (Cloutier et al., 2015). Several researchers suggested employee turnover can cripple an organization and negatively affect the bottom line (Cohen, Blake, & Goodman, 2016). Obtaining and retaining skilled employees plays an essential role in any organization because employees' knowledge and skills are central to companies' ability to be competitive (Babalola et al., 2016). Employee retention was essential to the success of an

organization because retaining top performers may increase profit margins (Alshanbri et al., 2015), which enables organizations to affect their communities through positive social change.

The retail industry continues to lose top-performing workers (Bureau of Labor Statistics [BLS], 2016), which will directly affect the cost of recruiting and retaining new employees. Retail sales workers jobs are expected to grow only 2% (100,900) from 2016 to 2026 compared to other workers in the industry, which has an estimated 7% (322,175) job growth (BLS, 2016). The retail industry will increase jobs; however, top performers will continue to exit the industry and increase the cost of turnover, which will affect the profitability and sustainability of the organization (Cloutier et al., 2015). The turnover cost will directly affect the bottom line and increase the operating cost of the organization (Alshanbri et al., 2015; Cloutier et al., 2015).

Problem Statement

Employee turnover is an organizational problem in the retail industry, which results in a loss of profitability for the organization (Cloutier et al., 2015). The retail industry lost 5.1 million workers in 2016 (BLS, 2016), which will directly affect the cost of employee turnover. The general business problem is that the increasing cost of employee turnover in the retail industry. The specific business problem is that retail managers lack strategies to reduce employee turnover.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies retail managers use to reduce employee turnover. The target population consisted of retail store

managers who have successfully used strategies to reduce employee turnover from a business in the Southeastern region of the United States. The results of this study could contribute to social change by identifying strategies to retain high performing retail workers in a continually changing environment. The implications for social change include the potential to improve profitability, sustainability, and promote organizational growth, which in turn might generate new opportunities for employment and encourage prosperity for local families and the community. Retail workers benefit by working in an atmosphere free of disruption, which may increase employee retention in the workplace.

Nature of the Study

I conducted a single case study using a qualitative research method. Using a qualitative research method enabled me to explore strategies store managers in the retail industry uses to reduce employee turnover. Park and Park (2016) stated by using a qualitative research method a researcher could explore the social phenomenon and human problems from different perspectives and explore how those strategies can be viable. Researchers use a quantitative research method to examine relationships among variables, test hypotheses and analyze statistical data (Barnham, 2015). I did not test hypotheses or examined the relationships among variables, so a quantitative research method was not suited for this study. Using the mixed method enables a researcher to explore and utilize both qualitative and quantitative research methods to investigate complex problems (Park & Park, 2016). A mixed method was unacceptable for this study because I did not investigate complex problems using quantitative and qualitative research methods.

I chose a qualitative case study design to obtain an in-depth understanding of a real phenomenon . The case study design is appropriate for me to explore strategies store managers use in the retail industry to reduce employee turnover. The phenomenological research design is an exploration of the human experience or a phenomenon as defined by different participants (Lewis, 2015; Campbell, 2014). I considered using a phenomenological research design but using this type of research design would require me to explore human experiences through interviews, descriptions and other expressions. The phenomenological design was not acceptable, as exploring experiences and perceptions are not the focus of my study. Researchers use the ethnographic design to investigate cultures in a real-life setting (Park & Park, 2016). The ethnographic design was not appropriate, as the focus of this study is not to explore the culture of the subjects' stores.

Research Question

What strategies do retail managers use to reduce employee turnover?

Interview Questions

1. What strategies have you used to reduce employee turnover?

2. What strategies did you find worked best to reduce employee turnover?

3. How did your employees respond to your different strategies to reduce employee turnover?

4. What strategies did you employ when employees stated they were considering resigning from the organization?

5. How did you assess the effectiveness of the employee turnover strategies used?

6. What additional information would you like to share about strategies retail managers use to reduce employee turnover?

Conceptual Framework

Burns (1978) first discussed the transformation leadership approach in 1978, when he studied political leaders. Transformational leadership theory focuses on the abilities of managers to motivate and encourage skilled workers to remain with an organization by creating strategies to reduce employee turnover (Burch & Guarana, 2014; Phaneuf, Boudrias, Rousseau, & Brunelle, 2016). Northouse (2015) described transformational leadership theory as a leadership approach for directing a change in an individual and their social systems. Transformational leadership focuses on the followers' motives, satisfying their needs and treating them as human beings (Northouse, 2015). A transformational leader creates changes in their followers, encourages, and motivates them to perform at a higher level of performance. Goud (2014) suggested transformational leadership can influence the intention of workers to remain in an organization by building a social relationship with the supervisors or the organization. Transformational leadership was relevant to exploring and understanding my findings.

Operational Definitions

Employee turnover: The voluntary or involuntary separation of employees leaving their current job (Kam & Meyer, 2015).

Employee Recruitment: The process of attracting and screening qualified candidates, reviewing interviewees' credentials, and selecting new hires for organizations (Kam & Meyer, 2015).

Job satisfaction: An individual's sense of comfort and gratification in their job and job environment (Kam & Meyer, 2015).

Organizational Culture: An organizational culture is a set of values, visions, norms, working language, systems, symbols, beliefs, behavior, and habits found within an organization (Lukas, Whitwell, & Heide, 2013).

Retail industry: In the retail sector, merchants specialize in sales of specific goods to consumers (Tang, Liu, Oh, & Weitz, 2014).

Employee Retention: An act to hold or retain, as it pertains to the employment of your job (Sutanto & Kurniawan, 2016).

Transactional leadership: A leadership style based on management by exception and Transactional leadership (Bass, 1985).

Transformational leadership: A leadership style centered on a democratic or autonomous approach (Bass, 1985).

Assumptions, Limitations, and Delimitations

Assumptions

Scholars must report unverified facts as assumptions (Halldorsson & Aastrup, 2003; Lukas et al., 2013). Assumptions affect how researchers understand and examine the data; scholars must present all assumptions (Kirkwood & Price, 2013). My first assumption was store managers are involved in the implementation of employee retention

strategies. I also assumed that participants would be neutral, honest, and truthful when answering interview questions. Maskara (2014) wrote when participants are truthful and honest, their response may influence the outcome of the study. My last assumption was that interviewees would provide accurate information, which I could apply to the central research question.

Limitations

Limitations are any requirements, which may influence the investigation (Connolly, 2015). The first limitation was that the participant might not have recalled all the facts associated with the strategies they applied to reduce employee turnover. Connolly (2015) reported people to have a hard time making an exact regeneration of the past because people depend on useful practices, which are subject to error and distortion. A persons' memory serves basic capacities in regular day-to-day existence but is subject to twists, blunders, and dreams, which will influence a persons' ability to recollect past encounters precisely (You, 2015). The second limitation was that the quality of the collected data depended on the truthfulness and expertise of the participants.

Delimitations

Delimitations are limits, or restrictions researchers impose on a project to limit the scope (Childers, 2014). Researchers utilize delimitations to constrain the extent of the study and create restrictions (De Massis & Kotlar, 2014; Kirkwood & Price, 2013). On the other hand, De Massis and Kotlar and Childers (2014) stated researchers have control over the delimitations of the study. The first delimitation for this research was the geographical location; all participants were from Montgomery, Alabama. The second

delimitation was the target population; retail store managers who have experience in implementing effective employee turnover strategies participated in the study. The third delimitation was the sample size, which was six retail store managers. One of the restrictions of qualitative research was researchers might use a small sample size because they need more time to collect qualitative data (Yin, 2017). The last delimitation was the industry; I only explored effective retention strategies in the retail sector.

Significance of the Study

Reducing employee turnover is critical to business practice because employee turnover influences profitability and sustainability (Cloutier et al., 2015). Profitable companies can bring positive change to their environments and communities by making monetary contributions, donations, and create new employment opportunities. Employee retention is essential to the success of retail stores because retaining top performers enable business leaders to increase their organizations' profit margins (Alshanbri et al., 2015), which enable organizations to affect their communities through positive social change.

Contribution to Business Practice

Business leaders and managers can benefit from this study because it can improve profitability and increase employee retention. Retail stores are continuously changing, and for companies to remain profitable, it is crucial to develop strategies retail store managers can use to reduce employee turnover (Cloutier et al., 2015). Alshanbri et al. (2015) stated retail stores continue to experience high turnover rates. Several other researchers revealed employee turnover affects retail stores more than other sectors in the

retail industry (BLS, 2016; Rohde, Shaw, Butryn, & Stice, 2015). It is essential for managers to create strategies for the leaders in their organizations, to ensure they are effective and efficient in retaining their staff (Call, Nyberg, Ployhart, & Weekley, 2015). Providing relevant training can enable future managers to become effective supervisors and grow into managerial positions.

Implications for Social Change

The results of this study could contribute to social change by identifying strategies to retain high performing retail workers in a continually changing environment. Reducing employee turnover can influence positive social change in an organization by improving sales and profitability and in turn, can lead to new employment opportunities and promote prosperity for local families, the industry, and the communities.

A Review of the Professional and Academic Literature

The purpose of this qualitative single case study was to explore strategies retail store managers use to reduce employee turnover. The literature review is the foundation for exploring employee turnover in the retail industry. I organized the literature reviews by sections to present the information comprehensively. The first section is leadership styles; transformational leadership is the conceptual framework of my study. I discussed transformational leadership and compared it to other leadership styles such as transactional leadership, servant leadership, and leader member-exchange. The second section is the reasons for employee turnover in the retail industry. In this section, I discussed age and workplace diversity, organizational culture, leadership, job

satisfaction, and lastly training. The third section focuses on retention challenges, which include employee turnover, recruiting and training, and compensation.

In this literature review, I used multiple databases including ProQuest Central, Academic Search Complete, Google Scholar, and Business Source Complete to find supporting articles include peer-reviewed journal articles, books, and dissertations. I used the following keywords for searching articles in the databases: *employee turnover, employee turnover strategies, employee turnover in the retail industry, retention strategies, transformational leadership theory, leadership theory, employee retention, job satisfaction, leadership styles,* and *employee engagement.*

I used Ulrich's Global Serials Directory to cross-reference each source to confirm peer-reviewed material. There are 199 references in this study, 189 (95%) of them are scholarly peer-reviewed journal articles, 11 (6%) are books, and two (1%) are from government websites. Of the references used, 168 (85%) are within the 5-year of anticipated CAO approval date. My focus for the literature review was to discuss the reasons why employers do not retain their high performing employees and how those reasons supported my problem statement using the transformational leadership theory.

Transformational Leadership

Burns (1978) first used the transformational leadership theory by studying political leaders to clarify how leaders can motivate subordinates to surpass organizational objectives and accomplish a shared goal. Burns (198) defined transformational leadership to be when followers and leaders are engaged in raising the morale and motivation of each other. Bass (1985) extended the discussion of

transformational leadership and noted transformational leadership is about how the leader

motivates and encourages the followers to perform at a higher level of performance. Bass

(1985) discussed three ways leaders transform their followers by increasing the

awareness of importance and value of the task, focusing followers on the team or

organization first and then on themselves, and thirdly, acknowledging a higher order.

According to Choi, Jang, Park, and Lee (2014), transformational leadership requires a

leader who can stimulate, inspire, and transform his or her followers to strive harder to

achieve extraordinary results.

Northouse (2015) described transformational leadership theory as a leadership

approach for directing a change in an individual and their social systems.

Transformational leadership focuses on acknowledging followers' motives, satisfying

their needs and treating them as human beings (Northouse, 2015). A transformational

leader creates changes in their followers by encouraging and motivating them to perform

at a higher level of performance. Transformational leadership affects the basic attitudes

and expectations of an organization's members, by creating common approaches to

achieving the company's goals (Nohe & Hertel, 2017). Throughout the years, researchers

used transformational leadership theory to comprehend different organizational

phenomena, for example, employee turnover and employee retention (Gilbert et al., 2016;

Keevy & Perumal, 2014). Transformational leadership theory focuses on the abilities of

managers to motivate and encourage skilled workers to remain with the organization by

creating strategies, which reduce employee turnover (Gilbert et al., 2016). Researchers

stated the transformational leadership theory is a full-range leadership model, which may be useful for researching organizational phenomena (Keevy & Perumal, 2014).

According to Paladan (2015), transformational leadership theory has a universal acknowledgment in leadership literature and gets substantial support from empirical research. Paladan (2015) stated the transformational leadership theory is the most well-known leadership theory used by scholars to explore strategies and bring positive organizational change. Transformational leadership theory is beneficial to explore leaders' behavior and how the leader's behavior influences employees' age and workplace diversity, culture, management, job satisfaction, and education and training. Transformational leaders can change an organization by motivating, encouraging, and inspiring employees (Northouse, 2015). Transformational leadership could influence the intention of workers to remain in an organization by building a social relationship with supervisors and organizational leaders (Burch & Guarana, 2014). Avolio (2016) set forth when leaders learn a lot about their followers; the leader can not only take full advantage of his or her performance, but also develop followers into leaders within the organization, which relates to individualized consideration. Burns (1978) identified four components of transformational leadership: (a) individualized consideration, (b) intellectual stimulation, (c) inspirational motivation, and (d) idealized influence. These four components are the bases of transformational leadership according to Burns.

Individualized consideration. Several researchers found transformational leadership relates to successful business practice (Hayati, Charkhabi, & Naami, 2014; K'Aol, Ngaithe, Lewa, & Ndwiga, 2016; Phaneuf, Boudrias, Rousseau, & Brunelle,

2016). Phaneuf et al. (2016) surveyed 89 leaders and 643 of their followers and found a relationship between transformational leadership and individual development. Phaneuf et al. (2016) posited individualized consideration is when leaders care, respect, and pay attention to their followers' progress. Phaneuf et al. (2016) stated leaders who have relationship-oriented personalities appear as transformational leaders only when they are in a supportive organizational environment. K'Aol et al. (2016) reported leaders as individuals who have the quality and ability to make decisions, which others will follow. K'Aol et al. (2016) concluded intellectual stimulation, and individualized consideration positively and significantly increased the performance of staff in State Owned Enterprises (SOEs) in Kenya. K'Aol et al. (2016) sample of 163 senior managers from the target population of 275 senior managers reported transformational leadership positively affected the performance of both the individual and staff. Hayati et al. (2014) found a relationship between the effects of transformational leadership on work engagement. Transformational leaders encourage employees toward setting organizational goals and maximizing employee productivity. Hayati et al. (2014) used a Multifactor Leadership Questionnaire (MLQ) to sample 240 nurses from five different hospitals. Hayati et al. (2014) stated transformational leaders exemplify the characteristics of charisma and influence, motivating employees to do more than the expectation of their leaders. Avolio (2016) agreed with Bass (1985) and Burns' (1978) assessment of transformation leadership and stated when leaders learn about their followers; the leader can take full advantage of their performance and develop followers into leaders, which relates to individualized consideration.

Intellectual stimulation. Phaneuf et al. (2016) stated intellectual stimulation is defined by the leaders' motivation to innovate, to challenge the status quo, and to be open to change and new ideas. Certain researchers concluded intellectual stimulation had a positive effect on the transformational leadership (Dong, Bartol, Zhang, & Li, 2017; Robinson, & Boies, 2016; Vasilagos, Polychroniou, & Maroudas, 2017). Vasilagos et al. (2017) found transformation leadership had a significant relationship between transformational leaders and emotional intelligence. Vasilagos et al. (2017) surveyed 149 employees representing 117 Greek and Cypriot hotels and found hotel managers who understood the importance of supervisor-subordinate interaction had a positive effect on their followers. Vasilagos et al. (2017) stated managers could influence their followers by showing emotional intelligence competencies through identifying the needs and understanding the feelings of their subordinates. Dong et al. (2017) surveyed individual members, team leaders, and direct supervisors in high-technology firms and found individual-focused transformational leadership had a positive effect on personal innovation as it relates to individual skill development, whereas team-focused transformational leadership affected team innovation through its influence on team knowledge sharing. When the individuals in a team worked closely together and shared information, the results were more significant than individual performance. Robinson and Boies (2016) compared the effects of intellectual stimulation and contingent reward leadership on performance, task enjoyment, and extra effort. Robinson and Boies (2016) observed participants ($N = 78$ and $N = 158$) and found participants were persuaded to apply extra effort when the leader was either intellectually stimulating or emphasized

contingent reward leadership. Northouse (2015) stated intellectual stimulation is about the leaders' ability to stimulate followers to become creative and innovative while challenging the beliefs of everyone in the organization.

Inspirational motivation. Phaneuf et al. (2016) and Northouse (2015) stated inspirational motivation refers to a leaders' ability to motivate their employees to perform by raising their expectations using an attractive vision of the future. Burns (1978) found inspirational leaders communicate their expectations of followers in a passionate manner, which motivates subordinates to become committed to the organization's vision. Leaders who display and exhibit inspirational motivation, have an emotional appeal to inspire followers to focus on organizational objectives, rather than individual goals (Northouse, 2015). Paladan (2015) suggested leaders who motivate and encourage their employees to increase organizational commitment by displaying trust and promoting teamwork. According to Patton, inspirational leaders are effective during corporate crises. During challenging times, inspirational leaders build a strong foundation, which fosters stability by providing the necessary support, guidance, motivation, and inspiration to subordinates (Patton, 2015).

Several researchers examined the relationship of transformational leadership on employee turnover intentions, organizational commitment, and job satisfaction (Eberly, Bluhm, Guarana, Avolio, & Hannah, 2017; Gilbert, Horsman, & Kelloway, 2016; Yahaya & Ebrahim, 2016). Eberly et al. (2017) studied the relationship of transformational leadership on employee turnover intentions in a stressful environment. Eberly et al. (2017) examined U.S. Army leaders in an extremely stressful climate and

found transformational leadership had an unintentional effect on reducing follower turnover intentions. Eberly et al. (2017) stated during times of stress and organizational crisis, the performance of a transformational leader is significant. Gilbert et al. (2016) examined the relationship between transformation leadership and employee satisfaction, leadership effectiveness and commitment to the organization. Gilbert et al. (2016) reviewed 310 employees (mean age=39, 64.5% female, 46% formal leaders) and found transformational leadership had a direct effect on job satisfaction among employees. The responsibility of leadership to challenge employees to improve the organization through job satisfaction is essential to the stability of the organization.

Yahaya and Ebrahim (2016) examined the relationship between transformational leadership, transactional leadership, and laissez-faire leadership and organizational commitment. Yahaya and Ebrahim (2016) stated transactional leadership produced results not because of loyalty to their jobs, but from the expectations of subordinates who believed leaders would reward the employees. Yahaya and Ebrahim's findings were different from Eberly (2017), who asserted transformational leadership drives the reduction of stress, rather than using the reward to achieve the increased motivation, commitment, and empowerment of employees. Yahaya and Ebrahim (2016) suggested transformational leadership associates with employee performance and organizational commitment. Researchers discussed the importance of leadership to the commitment of employees (Eberly et al., 2017; Gilbert et al., 2016; Yahaya & Ebrahim, 2016). Additionally, Yahaya and Ebrahim (2016) stated the importance for leaders to understand how engagement among employees influences attitudes and behaviors to manage change

more efficiently and maintain a competitive advantage in aggressive and continuously changing business environments.

Idealized influence. Phaneuf et al. (2016) stated idealized influence corresponds to a leaders' charisma and attitudes, which made them role models who motivate and influence their employees. Idealized influence describes managers as great role models for employees. Managers with idealized influence can be trusted and are regarded by associates as using sound judgment for the organization (Bass, 1985; Burns, 1978; Northouse, 2015). Burns (1978) compared idealized influence to charisma and depicted these leaders have a solid effect on subordinates and followers because they want to copy their style of leadership. Raes and De Jong (2015) stated idealized influence is displayed when leaders demonstrate concerns for their followers, which may reduce employee turnover and influence employees' commitment to the organization. Additionally, Northouse (2015) stated when leaders' behavior depicts a positive influence over subordinates; employees have a deeper level of commitment, respect, and trust for their leaders. Northouse (2015) indicated when employees have a deep concern for their leaders, respect their decisions, and trust their actions, this behavior may increase employees' intentions to stay with the organization and reduces employee turnover.

Other Leadership Styles

In addition to the transformational leadership theory, I evaluated multiple theories and models to explore employee turnover in the retail industry. To gain a thorough understanding of employee turnover, I conducted an extensive review of some of the most common theories researchers use to understand employee turnover. The following

information is an overview of the servant leadership theory, the leader-member exchange

theory, and the transactional leadership theory (Graen & Uhl-Bien, 1995; Greenleaf,

2009; Northouse, 2015).

  Servant leadership. Greenleaf (2009) discussed servant leadership in 1978 and

found servant leaders have some of the following characteristics: listening, awareness,

empathy, persuasion, healing, foresight, conceptualization, stewardship, an obligation to

the growth of people, and building community. Greenleaf (2009) looked at servant

leadership as a priority to serve individuals who serve followers. Servant leadership

focuses on the leader's ability to help their followers and create a working environment

of helpful and caring people, where followers consider themselves appreciated employees

of the organization (Beck, 2014). Additionally, Beck (2014) stated leaders could be

developed and recommended training programs so leaders can serve as mentors and

coaches. Chen, Zhu, and Zhou (2014) indicated servant leaders' behaviors focus on the

individual and professional welfare of the followers and endorse a healthy organizational

culture. Servant leaders support individual and professional development through

influence, listening, awareness, dedication to subordinates, and employee growth. Noland

and Richards (2015) argued servant leadership theory refers to servant leaders as

employee advocates, which is different from other leaders, as it requires putting the

employee first. Chen et al. (2014) argued servant leaders look at meeting followers'

needs as the number one priority through remaining patient and knowing how critical

developmental needs are for their followers. The components of servant leadership theory

(helpful and kind nature) are the same components of transformational leadership theory

described by Burns (1978) as individualized consideration and intellectual stimulation.

Gregory Stone, Russell, and Patterson (2004) posited the main difference between transformational leadership and servant leadership is the focus of the leader. The transformational leader's attention is on the organization, and their character creates loyalty towards the objectives of the organization, while the servant leader's focus is on the followers, and the achievement of organizations goals is a secondary outcome (Gregory Stone et al., 2004). Hoch, Bommer, Dulebohn, and Wu (2016) studied the effects of leadership styles on leadership performance. Hoch et al. (2016) discussed servant leadership showed promise as a stand-alone leadership approach capable of helping leadership scholars more thoroughly explain a wide range of outcomes. Hoch et al. (2016) and Gregory Stone et al. (2004) acknowledged differences in their approaches to leadership; however, they both agreed servant leadership focus is in the follower's intent.

Leader-Member Exchange (LMX). Graen and Uhl-Bien (1995) defined the leader-member exchange (LMX) as a relationship-based leadership approach, which focuses on the relationship between leaders and followers. LMX is like transformational leadership because of the focus on a follower's intentions. Scholars agreed LMX is essential to establishing a connection with followers to improve overall organization engagement, satisfaction, and retention (Bernerth & Hirschfeld, 2016; Hwang, Al-Arabiat, Rouibah, & Chung, 2016; Little, Gooty, & Williams, 2016). Bernerth and Hirschfeld (2016) argued research on LMX theory focuses on the intentions of the leaders' followers and not on the leader. After studying LMX theory, Bernerth and

Hirschfeld (2016) found LMX had a positive effect on the relationship between followers and the leaders' well-being as a positive factor in the LMX relationships with successful teams and employees. Hwang et al. (2016) argued LMX is about building relationships with employees, and about how important it is for organizational leaders to manage change within an organization. Hwang et al. (2016) suggested leaders who used an LMX approach were more successful in improving their follower's intention to stay with the organization and improve their overall job satisfaction. Little et al. (2016) developed and tested a model of leadership behaviors directed at managing followers' negative emotions. Little et al. (2016) argued leaders use interpersonal emotion management (IEM) strategies to positively affect followers' organizational behaviors to promote job satisfaction via follower perceptions of the LMX relationships. Little et al. (2016) found followers gravitate to leaders when leaders create relationships with their followers. Mekraz, Gundala, and Jack (2016) posited leadership is needed in the retail industry to reduce employee's turnover and leadership is required to influence a store's performance. Some of the challenges store managers encounter within their pursuit of running successful stores include managing the employee turnover, delivering quality customer service, reducing inventory shrinkage, and increasing profit margins (Mekraz et al., 2016). The business environment today requires managers to have essential leadership skills and their success in the retail industry is critical for the growth of their business.

      Transactional leadership. The transactional leadership theory varies from transformational leadership theory since transactional leadership is a value-based system, leaders utilizes a reward system to persuade followers instead of using individualized

thought or inspiration (Northouse, 2015). Transactional leaders encourage job satisfaction by recognizing employees' accomplishments, which in turn increases job satisfaction and employee retention (Girma, 2016). Several researchers studied transactional leadership theory and found transactional leaders: (a) utilize a reward and discipline framework to motivate employees, (b) tend to be direct, (c) expect employees will follow directions without any questions, and (d) tend to micromanage supporters (Girma 2016; Northouse, 2015; Zhu, Wang, & He, 2016). Some researchers suggested transformational leaders were more influential than transactional leaders concerning bringing positive organizational change (Girma, 2016; Northouse, 2015; Zhu et al., 2016). During some operational situations, several researchers announced transactional leaders' practices could enable organizations to conquer operational challenges (Ahmad, Abdul-Rahman, & Soon, 2015; Mathieu, Fabi, Lacoursière & Raymond, 2015; Yahaya & Ebrahim, 2016).

Ahmad et al. (2015) expressed transactional leaders were good at decreasing employee turnover of followers motivated by rewards or pay. Some scholars stated compelling leaders regularly utilize a mix of practices related to both transactional leadership and transformational leadership (Dartey-Baah, 2015; Martin, 2016; Yi-Feng, 2016). Epitropaki and Martin (2013) showed transactional leaders were successful at using delicate and hard impact strategies. The discoveries of Epitropaki and Martin (2013) were like the discoveries of Ahmad et al. (2015), they found transactional leaders increase employee retention of workers who appreciate acknowledgment, reward, and pay. Then again, a few workers do not work when working for transactional leaders as the consequence of the leadership style of a transactional leader (Arzi & Farahbod, 2014).

Transactional leadership practices can build employee stress, burnout, and work dissatisfaction, which is likely to increase employee turnover intentions. Girma (2016) stated the transactional leadership style has a positive relationship with pay and promotion, which mean employees only stayed with the organization based on their salary or potential growth. The employees were just satisfied with work when the leaders offered incentives and promotions.

Reasons for Turnover

The workforce is consistently changing and becoming more challenging for managers to maintain a skilled and top performing workforce. There are many reasons for turnover in the retail industry; I addressed a few causes, which may affect the retail environment. The workforce is changing because more workers are leaving the workforce both voluntarily and involuntarily at a much faster paste. Agyeman and Ponniah (2014) defined voluntary turnover is when employees leave an organization for better opportunities in another organization. Additionally, Agyeman and Ponniah (2014) defined involuntary turnover is when individuals leave an organization because of performance, layoffs, or separation by the employer. Many workers are leaving the workforce because of age and workforce diversity, organizational culture, leadership, job satisfaction, training, education, and skills.

Age and workforce diversity. Diversity improves the bottom line and creates an environment for learning, teamwork, and productivity in the workforce (Kim, Pathak, & Werner, 2015). According to Nkomo and Hoobler (2014), diversity includes the similarities and differences of people in the workforce. Diversity affects the

characteristics of the people in the organization. According to BLS (2016), the average age in the retail industry is 42 years old. Workers are leaving the workforce earlier, and the younger generations are not staying in jobs, as the older workers are (Liebermann, Wegge, Jungmann, & Schmidt, 2013). Managers must create strategies to reduce employee turnover.

The structure of the organization is changing, and the people in the organization are different base on their age, gender, race, educational background, work experience, family status, nationality, physical appearance, religious beliefs, and disability status (Velasco, Villar, Lunar, and Velasco, 2016). Chrobot-Mason and Aramovich (2013) describe workforce diversity as a double-edged sword, which may have positive and negative results. Diversity in the workforce allows all employees to learn from each other and enhance the overall growth of the organization. Additionally, Chrobot-Mason and Abramovich (2013) proposed when employees observed fair and equal access to opportunities and treated fairly, the intent to leave the organization decreases and reduce employee turnover.

Several researchers discussed the relationship between age bias and turnover intentions in the workforce (Boehm, Kunze & Bruch, 2014; Henry et al., 2015). Liebermann et al. (2013) conducted a study to examine the German working population (N = 1586) and the effects on employee retention. Liebermann et al. (2013) found employees intentions to stay in the same job until retirement related to job demands, job resources and health among older employees. Liebermann et al. (2013) argued the relationship between older and younger workers created a better work experience and

enhanced an individual's ability to stay with their employers and reduce turnover intentions.

Boehm et al. (2014) argued age diversity positively relates to an adverse age-discrimination climate, which may contribute to workplace stress and turnover intentions. Boehm tested a sample of 96 German small and medium-sized companies with 16,274 employees participating. Boehm argued HR practices, procedures, and policies must include age diversity in the workplace because employees are gradually changing to older workers and it is crucial to bridge the gap between the age of the employees. According to Boehm et al. (2014), the BLS (2016) stated average workforce numbers in 2016 in the United States increased by 42% for 55 to 64 years old. Currently, in the United States, the average age in the retail industry is 42 years old, which is older than earlier research (BLS, 2016). The population age of 65 and older is estimated to almost double from 43 million to 84 million in the United States (Hammond, Lester, Clapp-Smith & Palanski, 2017). Boehm et al. (2014) found while managers are creating strategies to reduce employee turnover, the human resource management (HRM) must be involved in policies and procedures to affect employee engagement to ensure a diverse workforce exist to minimize employees' tendency to leave the organization. Harris, Lavelle, and McMahan (2018) agreed HRM has a direct effect on employee turnover in an organization.

Henry et al. (2015) surveyed 321 French-speaking employees from Belgium on the relationship between younger and older workers enhancing intergenerational contact in the workplace and the influence on employee retention. Henry et al. (2015) discussed the challenge of retaining older workers because of the opportunity for many workers to

use more options to leave an organization early due to retirement or to find other employment. Henry et al. (2015) found younger workers voluntarily stayed with the organization longer when they worked closely or beside older workers. Henry et al. (2015) suggested older workers tended to stay longer in an organization, which provided development and had a positive, diverse environment for growth among older workers. Various researchers agreed a diverse workforce may create a positive relationship to reduce employee turnover (Boehm et al., 2014; Henry et al., 2015). Liebermann et al. (2013) also showed diversity enhanced the productivity of the employees because their shared differences prove to increase their creativity and brought new ideas to the organization. Velasco et al. (2016) discussed the effects of diversity in the workplace and the importance of human resource and management to be involved in changing the environment in the organization. However, Boehm et al. (2014) suggested the involvement of managers and HRM to create a diverse environment regardless of age. The modern workforce is changing, and it is essential for the organization to remain competitive and have a well skilled and diverse workforce (BLS, 2016). Cuzovic, Mladenovic, & Cuzovic (2017) stated millennials are the most recent and potentially largest generation to enter the workforce. Millennials are well educated and have the potential to stay in the workforce longer when they work for a transformational leader (Harris, Lavelle, & McMahan, 2018) .

Organizational culture. Organizational culture is a set of values, visions, norms, working language, systems, symbols, beliefs, behavior, and habits found in an organization (Lukas et al., 2013). Scholars stated cultural diversity is the differences in

race, ethnicity, language, nationality, religion, and sexual orientation within a community (Ehrhart & Kuenzi, 2017; Luo & Wang, 2015; Martin, 2014). Although the literature may show the values of cultural diversity in the workplace, Martin stated the reality of such a diverse culture might be entirely different. The effects of cultural diversity can be both negative and positive. Martin also reported some of the adverse effects could include miscommunication, the creation of barriers, and dysfunctional adaptation behaviors.

Additionally, positive results can involve building a sound knowledge base with internal talent, which can enhance the integration of the business into foreign cultures (Martin, 2014). Cultural diversity can increase the tendency of employees to partake in interpersonal conflicts in the workplace. For example, if some dislikes the outcome of a basketball game between the USA and China teams, the results may affect the productivity of the organization. The cultural diversity between the above groups may not have anything to do with the working environment. However, interpersonal relationships may affect the overall organization's performance. According to Martin (2014), culturally diverse employees have different thoughts, customs, opinions, beliefs, values, traditions, norms, and trends.

Luo and Wang (2015) examined 273 employees about their relationship between organizational culture and turnover intentions. Luo and Wang (2015) asserted there is a healthy relationship between corporate culture and employee turnover intentions. The gender, age, education, and seniority of employees had little effect on their turnover intentions. An organizations culture can produce higher employee turnover in an organization. It is crucial for individuals to fit their belief and value system to those of the

organization. It is essential for the culture of an organization to reflect the employees; belief and value system, when conflicts occur, it can result in turnover intentions for the individuals. Researchers argued the culture of an organization has everything to do with employee attitudes and behaviors, which directly affects employee turnover intentions (Choi et al., 2014; Coetzee & Stoltz, 2015; Ehrhart & Kuenzi, 2017). Additionally, Choi et al. (2014) argued organizational culture had a significant effect on job satisfaction and turnover intentions.

Leadership. Many scholars debated the definition of leadership and management and their coincidental similarities for years (Amankwaa & Anku-Tsede, 2015; Lim, Loo & Lee, 2017; Northouse, 2015). Northouse (2015) stated a leader is a person who manages or directs others and a manager is a person who oversees or leads something. Many scholars have tried to define leadership as an ability to influence others (Amankwaa & Anku-Tsede, 2015; Lim et al., 2017; Northouse, 2015). In business today, there must be leaders and followers; one does not exist without the other. Leaders motivate their followers to work at a higher level of commitment and ownership within an organization. Leadership is an essential management tool as leaders work through their people to accomplish objectives for the organization with little inputs and resources (Lim et al., 2017). Amankwaa and Anku-Tsede (2015) asserted leadership is a process of influencing others to perform specific tasks to accomplish an organizational goal. Leadership refers to the relationship between leaders and followers, while leadership styles denote the process of an interface between leaders and followers (Bass, 1985; Northouse, 2015). It is difficult to discuss leadership without discussing leadership styles.

Leaders must provide the right level of inspiration, motivation, recognition, and encouragement to followers to achieve the desired performance results (Amankwaa & Anku-Tsede, 2015). Ribeiro, Yücel, and Gomes (2018) suggested transformational leaders develop their employees and enable them to grow with the organization, which in turn lowers the turnover rate.

Call et al. (2015) said the cost of turnover could lower profits sales for any organization to survive in business today. Retaining employees is essential for the organization. Dhar (2015) argued employees with high continuance commitment feel they must remain in the organization due to turnover costs or limited job prospects, which are typical for reluctant stayers. Researchers suggested leadership is a process by which an individual influence a group of individuals to accomplish a common goal (Bass, 1985; Burns, 1978; Northouse, 2015). To further discuss leadership, I examined leadership styles and the behaviors of leaders. Many leadership styles exist (transactional leadership, servant leadership, authentic leadership, and leader-member exchange, to name a few); however, I focused on transformational leadership. Burns (1978) defined transformational leadership when followers and leaders are engaged in raising the morale and motivation of each other. Bass (1985) extended the discussion of transformational leadership and noted transformational leadership is about how the leader motivates and encourages the followers to perform at a higher level of performance. Transformational leaders can change an organization by stimulating, inspiring, and inspiring employees (Amankwaa & Anku-Tsede, 2015; Chen et al., 2014; Eberly et al., 2017; Noland & Richards, 2015; Northouse, 2015). According to Heckmann, Steger, and Dowling (2016),

managing change in any organization requires trust from the leaders in an organization

and needs a relationship with HR to embrace the people aspect of the organization.

Transformational leaders work with employees to perform at a high level of performance

in the organization and bridge a gap between management and HRMs. Gregory Stone et

al. (2004) and Hoch et al. (2016) argued servant leadership theory refers to servant

leaders as an employee advocate, which is different than other leaders; putting the

employee first. De Winne, Marescaux, Sels, Van Beveren, and Vanormelingen (2018)

agreed with recent research about the relationship between organizational performance

and turnover intentions of employees. De Winnie et al. (2018) stated turnover volatility is

negatively associated with labor productivity, suggesting organizations find it especially

difficult to deal with strong and frequent changes in turnover across time.

　　　Several researchers found a link between leadership style, leadership behaviors,

and employee turnover intentions (De Massis & Kotlar, 2014; Lim et al., 2017; Liu, Cai,

Li, Shi, & Fang, 2013; Rui-Han et al., 2016; Waldman, Carter & Hom, 2015). Liu et al.

(2013) examined the correlation between HRM, leadership styles, and employee

turnover. Liu et al. (2013) analyzed data from 190 human resource personnel from

Shenzhen and Hong Kong and found leadership styles were a significant predictor of

employee turnover. Liu et al. (2013) found leadership styles increased or reduced

employee turnover intentions. Liu et al. (2013) revealed leadership styles affect

employees' organization identity, which in turn influences employee turnover. Waldman

et al. (2015) examined 375 Chinese employees from 96 workgroups on the connection

between leadership and followers' turnover. According to Holstad et al. (2014) and

Waldman et al. (2015), transformational leadership can reduce employee turnover

intentions. Waldman et al. (2015) found employees were less likely to leave the

organization when they work for transformational leaders.

Lim et al. (2017) surveyed a sample of 100 participants from the Finance Shared

Service Center (SSC). According to Lim et al. (2017), the Finance SSC employee

turnover rate increased at an alarming rate (20% as compared to the industry average of

15%) over the past three years, which resulted in both direct and indirect turnover cost for

the organization. Lim et al. (2017) investigated the relationship between transformational

leadership, job satisfaction, organizational commitment, and turnover intention. High

turnover has a direct impact on corporate morale and effectiveness, which results in a loss

of precious knowledge. Lim et al. (2017) found there was an insignificant negative

relationship between transformational leadership and turnover intention. Additionally,

Lim et al. (2017) revealed job satisfaction does facilitate a connection between

transformational leadership and turnover intentions. A transformational leader can

influence the follower's plan to stay with the organization.

Rui-Han et al. (2016) used a cross-sectional online survey to collect data from 252

UK employees of a global data management company. Rui-Han et al. (2016) examined

whether managers are supportive and unsupportive behaviors to predict the level of

employees' engagement, job satisfaction, and turnover intention. Rui-Han et al. (2016)

found supportive manager behavior predicted job turnover intentions and job satisfaction,

but not employees' engagement. Unsupportive manager behavior depicted only job

satisfaction. Neither employee job satisfaction or employee engagement predicted a

relationship with unsupportive manage behavior. Rui-Han et al. (2016) showed a positive

relationship between supportive manager behavior and employee turnover intentions.

Rui-Han et al. (2016) stated how important the involvement of the manager's behavior

relations to employee job satisfaction, employee engagement, and employee turnover

intentions. Researchers asserted leaders and HRMs could influence the turnover

intentions of employees in an organization (Izvercian, Potra, & Ivascu, 2016; Liu et al.,

2013; Raina & Britt Roebuck, 2016). In situations in which leaders and HRM work

together to create an environment of growth, training, and development, employees are

less likely to leave the group.

Job satisfaction. Kam and Meyer (2015) defined job satisfaction as an

individual's sense of satisfaction and gratification within their job and work environment.

Scholars realize the importance of management's behavior and influence on employee

turnover and the impact to job satisfaction (Coetzee & Stoltz, 2015; Izvercian et al.,

2016; Raina & Britt Roebuck, 2016). Management can affect the overall environment of

an organization. The actions, lack of communications, and the attitude of managers can

influence the workplace and affect the retention of employees. Coetzee and Stoltz (2015)

examined a sample of 321 employees in a South African automotive industry on career

adaptability and the relationship to employees' satisfaction. Coetzee and Stoltz (2015)

argued career adaptability, especially career concern, significantly relates to employees'

satisfaction with their career opportunities, work-life balance, training and development

opportunities, and characteristics of the jobs offered by the company. Coetzee and Stoltz

(2015) suggested employees' career concerns, and how their goals and plans related to

retention practices, were significant for retaining skilled workers.

In a competitive environment, organizations are turning towards a critical internal wealth, which is their employees, because satisfied employees are considered to perform well and remain loyal (Izvercian et al., 2016). Izvercian et al. (2016) examined the viewpoints of 14 in-depth semistructured interviews with professionals from the Romanian public and private sector. Izvercian et al. (2016) then addressed the variables and determined which variables influenced the high and low job satisfaction elements of the Romanian labor market. Izvercian et al. (2016) stated satisfied employees perform well and remain loyal to the organization.

Raina and Britt Roebuck (2016) stressed the importance of management communication and the relationship to job satisfaction, organizational commitment, and employee turnover intentions. Raina and Britt Roebuck (2016) sampled 105 employees from the insurance sector to gather information concerning management communication, job satisfaction, and organizational commitment. According to Raina and Britt Roebuck (2016), since India's government liberalized the insurance sector in March 2000, the insurance sector within India is continually growing at a rate of 15 to 20% per year. With the growth of the insurance industry, India's insurance companies depend primarily on its employees to generate the business. Lately, the insurance sector faces a turnover rate between 14 and 38% (Raina & Britt Roebuck, 2016). Raina and Britt Roebuck (2016) suggested there is a definite relationship between management communications, employee satisfaction, organizational commitment, and employee turnover. Izvercian et al. (2016) and Raina and Britt Roebuck (2016) suggested HRM managers must be

involved with store managers in creating strategies to improve job satisfaction, which may reduce employee turnover and retain high performing employees in the workplace. Raina and Britt Roebuck suggested managers contribute to the efficient functioning of the organization by providing the right environment for employees. According to Nohe and Hertel (2017) and Northouse (2015), the leadership style of managers can create changes in their subordinates by motivating and encouraging them to accomplish the company's goals. Ahmad and Rainyee (2014) discussed the importance of organizational commitment and job satisfaction on employee turnover. Ahmad and Rainyee (2014) found when the employee is happy with his or her job, the employee has a higher commitment to the business, and he or she is less likely to leave the organization.

Lack of leadership training. Avolio (2016) and Brown, Thomas, and Bosselman (2015) argued about the investment in leadership development and how does readiness matter. Avolio (2016) discussed the work of Bersin, which estimated 35% of the expenditures corporations make on training focus on leadership development. Given this significant investment, it is essential to examine how aligned the readiness of each leader is to engage in the development intervention, but equally important how aligned both the leader and the response itself are to address the preparedness of the context and followers for such leadership development. For example, if researchers assess the readiness of a leader for a leadership development intervention, then the validity of the intervention should also be enough to address the situational demands, which the target leader will face as he or she moves into the leadership situation. Why is this important? Someone who is developmentally ready to engage the challenges put forth by a leadership

development program may be ill-prepared to lead in the context for which the program designed if the plan does not address the actual challenges, which faces in a real leadership role (Brown et al., 2015).

Huang and Su (2016) surveyed a sample of 115 participants to find the relationship between job training satisfaction (JTS) and job satisfaction (JT) and the impact on turnover intentions (TI). Huang and Su (2016) found a negative relationship between JTS and TI. When leaders merge training into their training programs, the outcome may reduce employee turnover. Additionally, Huang and Su (2016) argued it is critical for HRM to consider employees satisfaction with the training and their approach.

Dhar (2015) examined a sample of 494 employees working in small and medium-sized tourist hotels operating in Uttarakhand, India and found a healthy relationship between training and the quality of service. Dhar (2015) revealed the quality of service improved in the organization with adequately trained employees because employees were more committed to the organization. Additionally, Santhanam et al. (2017) explored the relationship between human resource management practices, breach of psychological contract and employee turnover intentions among hotel frontline employees in the Indian hospitality industry. Santhanam et al. (2017) collected responses from 294 frontline employees (front office and food and beverage services). Santhanam et al. (2017) found selection, training, and compensation practices influence the employee's turnover intentions.

Kazis and Molina (2016) discussed a study conducted by the Manpower Demonstration Research Corporation (MDRC) about training programs. The MDRC's

study included interviews with more than 70 policymakers, industry representatives,

workforce development funders and practitioners, and others, united with general online

research. Kazis and Molina (2016) focused on workforce training programs delivered by

nonprofit organizations. According to Kazis and Molina (2016), the study indicated a few

nonprofit workforce training programs prepared unexperienced workers for careers in the

retail industry focus on intermediate jobs; most instead focus on low-wage, entry-level

positions. Community-based training programs targeting middle-skill jobs operate on a

relatively small scale.

Based on the research, training, retention, and turnover have a direct impact on

the profitability of the organization. Gilbert et al. (2016) stated when organizations train

their employees; they invest in the future of the company. The workforce in the retail

industry changes every day, and it is becoming more difficult to retain employees (Miller,

2010). It is essential for leaders to create a strategy to train employees. When store

managers fail to create strategies to reduce turnover and improve profitability, it affects

the overall business, which increases the turnover and cost the company money. Turnover

affects the bottom line and can cripple an organization.

Education and skills. Several researchers stated turnover is a significant problem

for organizational performance and employee turnover (Grunau, 2014; Mahy, Rycx, &

Vermeylen, 2015; Nelissen, Forrier, & Verbruggen, 2017). Turnover can vary from

organization to organization and can be expensive. Mahy et al. (2015) investigated the

relationship between firm productivity and education. Mahy et al. (2015) researched data

from a Belgian employer's employee panel during 1999-2010 to find the existence of

positive (negative) impact of over (under) education on the organization's productivity. Mahy et al. (2015) found the effect of over-education on productivity is stronger among firms: (a) with a higher share of high-skilled jobs, (b) belonging to high-tech/knowledge-intensive industries, and (c) evolving in a more uncertain economic environment. Mahy et al. (2015) stated the relationship between educational mismatch and firm productivity might depend on specific working environments of the firm. For example, Mahy et al. (2015) reported it is easy to imagine an over-educated worker with a Ph.D. in mathematics could add value to the financial department of a bank or a high-tech company operating in a constantly changing environment. In contrast, Mahy et al. (2015) stated the same over-educated worker employed in a traditional retail store or cleaning business might be less productive than his adequately educated peers, due to frustration (i.e., a lower level of job satisfaction). Additionally, Mahy et al. (2015) found over-educated workers are healthier, more work- and career-minded, and stay longer in the same firm.

Nelissen et al. (2017) examined the relationship between employees' development and employee turnover using two-wave longitudinal data from 588 employees. Nelissen et al. (2017) studied this paradox and probed the relationship between six development activities and voluntary turnover mediated by perceived employability. Nelissen et al. (2017) found the upward job transition positively influenced turnover intentions, and Mahy et al. (2015) stated over-educated workers are healthier more work- and career-minded, and stay longer in the same firm. Nelissen et al. (2017) argued the retention path

of the employee did not support turnover, and several development activities were

positively related to perceived internal employability.

Grunau (2014) examined the relationship between education and skills and the

impact of overeducated and undereducated workers on organizations' productivity and

employee turnover. Grunau (2014) conducted questionnaires in Mobilink Head office,

Call Center, and Administrative Departments. Grunau (2014) examined employee

turnover, workload, work stress, employee salary, job satisfaction, and work to family

conflict affects the organization. Grunau (2014) found the performance of an organization

is negatively and insignificantly associated with employee turnover, workload, work

stress, salary, and family to work conflict. Additionally, Grunau (2014) depicted there is

a negative relationship between organizational performance and employee turnover,

workload, work stress, salary, family to work conflict. Grunau (2014)agreed with Mahy

et al. (2015), turnover effects the performance of the organization and turnover may vary

based on the business.

Retention Challenges

The economy is continually changing and retaining high-performance worker is

an essential priority for many organizations. According to Sutanto and Kurniawan

(2016), employee retention is an act to hold or preserve, as it pertains to the employment

of your job. Grunau (2014) defined employee retention as a careful and necessary effort

by an organization to keep employees for a longer time. Grunau (2014) defined employee

retention as a strategical initiative to develop a long-lasting connection between

organizations and employees. Employee retention is a process based on motivational

tools initiated by organizations to maintain and keep valuable employees for a more extended period. Some of the challenges of employee retention are employee turnover, recruiting and training, and compensation. Reina et al., (2018) stated leaders must invest in human capital and look at short and long-term goals to reduce employee turnover.

  Employee turnover. Kam and Meyer (2015) defined employee turnover as the voluntary or involuntary separation of employees leaving their current job. According to Grunau (2014) and Reina et al. (2018) asserted not all turnover is terrible turnover. When an employee retires or leaves the organization during normal attrition, this is good turnover. Involuntary turnover is a bad turnover because this type of turnover is unexpected and leaves a gap in organizational performance (Kam & Meyer, 2015).

  Some scholars stated employee retention is a significant business challenge, and the preservation of skilled workers is essential to the profitability and sustainability of the organization (Ghosh et al., 2013; Mandhanya, 2016; Qazi, Khalid, & Shafique, 2015). Mandhanya (2016) stated employee retention is a concept of keen interest for researchers and human resource professionals because retention affects the entire organization's ability to complete its objectives and reach their goals. Human resource is one of the essential retention factors. Mandhanya (2016) argued the long-term success of organizations depend on the recruitment, development, reward, and retention of the right people. Mandhanya (2016) believed the loss of talented employees could be detrimental to a company's success. Outstanding employees may decide to leave organizations because they become dissatisfied, underpaid, and unmotivated.

Qazi et al. (2015) investigated a different explanation by considering the moderating effects of static personality traits such as self-evaluation on turnover intention. Qazi et al. (2015) focused on the employee who has varying levels of job embeddedness is exposed to the perception of organizational politics and job insecurity. Qazi et al. (2015) found when manages show trust and transparency with employees about reward policies, the high performing employees are not likely to leave the organization.

Ghosh et al. (2013) examined the factors which differentiate between employees intend to leave the organization and those who plan to stay with the organization. Ghosh et al. (2013) gave questionnaires measuring an incidental sampling of 100 employees. The primary objective was to find factors, which predict whether employees will remain with an organization or have motives to quit, are identified in advance, and measures are taken to keep them, especially if they are vital performers. Businesses are always facing changing times and it essential to retain skilled workers for the success of the organization. Ghosh et al. (2013) found commitment and goal clarity were the best predictors of employees' intention to stay or leave the organization.

Aruna and Anitha (2015) and Mandhanya (2016) posited human resources are critical to the organization. Leaders must work with HRM to develop an environment to not only manage the retention of employees but work together to retain them. Skilled employees play an essential role for any organization because employees' knowledge and skills are important to a companies' ability to remain competitive (Aruna & Anitha, 2015; Ghosh et al., 2013; Mandhanya, 2016).

Recruiting and training. Scholars posited the recruitment and training of skilled workers is a challenge for many organizations (George, 2015; Miller & Bird, 2014; Sun, 2015; Sutanto & Kurniawan, 2016). Sun (2015) defined recruitment as a process, which businesses use to forecasts personnel needs and determines qualification requirements according to human resource planning and job analysis used to meet organizational demands. Often organizations release recruitment information to find and attract the best candidates who have the abilities and skills for the team.

George (2015) stated retaining employees; particularly professional workers are critical to any organization. George (2015) posited retaining the best professional talent is of great practical significance to agencies as it eliminates the recruiting, selection, and onboarding costs of their replacement maintain continuity in their areas of expertise and support a rewarding culture. George (2015) argued retention factors are two levels, organizational and job. Many employees may have loyalty to the organization and still be dissatisfied with their job. George (2015) proposed the retirement of the baby boomers means there must be a greater emphasis on retaining key employees in organizations to mitigate the loss of critical skills and competencies. For institutions to remain competitive, they must have highly skilled workers.

Miller and Bird (2014) suggested considering the factors the organization wants to achieve when planning employment recruitment and have a clear understanding of the skill set, competence, education, and experience levels of the individual they wish to recruit. Employee recruitment is very competitive among organizations. All organizations aim to hire the best individuals with the best skills. Russell and Brannan (2016) examined

how employer branding is used and embedded in organizational HR practices; specifically, recruitment, selection, and integration. Russel and Brannan (2016) added to the growing literature on employer branding by explicitly focusing on actual HR practices, which are often left unexplored in contemporary accounts of branding practices. Russell and Brannan (2016) explored the specific role these methods play in the enactment of employer branding to assess their implications.

Sutanto and Kurniawan (2016) examined the impact on recruitment, employee retention, and labor relations to employee performance on the batik industry in Solo. Sutanto and Kurniawan (2016) suggested an excellent recruitment program could provide a positive influence on employee commitment, productivity and the quality of work including performance. The relationship between employee retention on performance is complex. Additionally, Sutanto and Kurniawan (2016) posited performance could decrease if the employee retention is terrible and there is a possibility of lack of progress if employee turnover is too dismal. Sutanto and Kurniawan (2016) argued besides recruitment and employee retention; the labor relations can affect the employee performance, where the problems usually arise from the difference of work, age, and demographics (Kim et al., 2015). Untrained employees will equally affect the sustainability and profitability of the organization as employee recruitment.

Huang and Su (2016) surveyed a sample of 115 participants to find the relationship between job training satisfaction (JTS) and job satisfaction (JT) and the impact on turnover intentions (TI). Huang and Su found a negative relationship between JTS and TI. Employees were less likely to leave the organizations when training is a part

of training programs. Additionally, Huang and Su (2016) argued it is critical for HRM to consider employees satisfaction with the training and their approach.

Dhar (2015) examined a sample of 494 employees working in small and medium-sized tourist hotels operating in Uttarakhand, India and found a healthy relationship between training and the quality of service. Dhar (2015) revealed the quality of service improved in the organization with adequately trained employees because employees were more committed to the organization. Additionally, Santhanam et al. (2017) explored the relationship between human resource management practices, breach of psychological contract and employee turnover intentions among hotel frontline employees in the Indian hospitality industry. Santhanam et al. (2017) collected responses from 294 frontline employees (front office and food and beverage services). Santhanam et al. (2017) found selection, training, and compensation practices influence the employee's turnover intentions.

Compensation. According to Gupta and Shaw (2014), compensation is the reward, which one receives in exchange for the work or services performed. Salary is significant because it can affect employee attitudes and behaviors both positively and negatively in the work environment. Additionally, Gupta and Shaw (2014) argued an excellent compensation system could be useful in motivating better performance and reduce employees desire to leave the organization. Compensation can be a powerful tool in driving a variety of desired behaviors. Gupta and Shaw (2014) examined 15 secondary public hospitals of Pudong New Area in Shanghai to collect compensation data for their employees and suggestions for compensation reform. Gupta and Shaw (2014) found the

compensation for the employees in secondary public hospitals of the Pudong New Area in Shanghai, in 2012, was 2.65 times for overall employees in Shanghai. According to Gupta and Shaw (2014), the need for compensation reform may facilitate the efficiency of medical care, and the need to be fair to employees. Employees tend to stay with the organization when appropriately compensated. However, Gupta and Shaw (2014) realized the compensation of employees might consider the educational level, workload, and responsibilities of the employees. When employers consider the educational level, workload, and duties of the employees, this means employees receive more in wages because of their education level, their workload, or their responsibilities. For example, employers cannot expect an employee with more education, like a doctor to receive the same compensation as a nurse with less training and responsibilities. Khandelwal and Shekhawat (2018) found salary, career development, benefits, and rewards are related to employee turnover.

Transition

The first Section of this study includes the problem statement and purpose statement, as well as the nature of the study to defend the reason for choosing a qualitative methodology and case study design for this research. Also, Section one is comprised of the interview questions, the conceptual framework, and the operational definitions. Section was also encompasses the assumptions, limitations, and delimitations for the study. The last two components of Section one are the significance of the study and a review of the professional and academic literature.

Section two includes additional information on the research methods and designs, including the chosen research method and design for this study. In Section two, I described my responsibility as the data collection instrument and provided detailed information about the data collection, organization, and analysis process. Also, I discussed ensuring reliability and validity in qualitative research. Section three encompassed the presentation of the findings, application to professional practice, and implications for social change. Moreover, I presented my recommendations for actions and future research on employee turnover. Last, Section three included a discussion of my experience during the doctoral study journey and the conclusions I drew from the data analysis.

Section 2: The Project

In the second section of this study, I discussed my role as the researcher, the purpose of the study, and the standards for selecting potential participants. Section two contains a dialogue of the research project and a description of several research methods and design approaches, including a focus of the key methodological and design considerations. I discussed the reasons for choosing a qualitative method and a case study design to explore strategies some retail managers use to reduce employee turnover. Also, there is a dialogue of the population and sampling, the process of ensuring ethical research, and the tools used during the data organization, collection, and analysis process. Section two incorporates a discussion on my plan to ensure the reliability and validity of the study findings.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies retail managers use to reduce employee turnover. The target population consisted of six retail store managers who have successfully used strategies to reduce employee turnover from a business in the Southeastern region of the United States. The results of this study could contribute to social change by identifying strategies to retain high performing retail workers in a continually changing environment. The implications for social change include the potential to improve profitability, sustainability and promote organizational growth, which in turn might indicate new opportunities for employment and encourage prosperity for local families and the community. Retail workers benefit by working in an atmosphere free of disruption, which may increase employee retention in the workplace.

Role of the Researcher

In a qualitative study, the role of the researcher includes collecting and analyzing data (Schoenherr, Ellram, & Tate, 2015). I served as the data collection instrument and conduct my research in the Southeastern Alabama region, particularly in the Montgomery County area. I facilitated interviews, conducted data analysis, member checking, and data synthesizing to answer my research question. My research duties include formulating my research question, adopt an awareness of any cultural phenomena biases, and embrace change and objectivity to ensure there is no personal bias in my study. Cairney and St. Denny (2015) and Schoenherr et al. (2015) stated when conducting research, scholars must report all data and detach their personal views, values, morals, and beliefs from the study.

I chose to research employee turnover because of my leadership experience as an operations manager. I did not have an expert or individual association with any of the participants. I worked in retail for more than 25 years, and I was enthusiastic about understanding organizational problems leaders need to achieve the business' primary goal and vision.

As described in the Belmont Report, I observed three fundamental principles of interviewing: (a) respect of persons, (b) beneficence, and (c) justice. Respect for persons means treating everyone as autonomous agents, and if the study participant has diminished autonomy, the participant protected from potential harm (U.S. Department of Health & Human Services [HHS], 2016). The U.S. Department of Health and Human Services (2016) defined beneficence as treating study participants ethically by respecting

their decisions, wellbeing and protecting them from harm. I acted impartially and equally when interacting with individuals. I followed the steps used by Kisely and Kendall (2011) to avoid viewing the data from this study through a personal lens and used the appropriate interview protocols. I followed my interview protocol to ensure consistency in the interview, to alleviate bias and member checking to ensure the participant's responses correctly and will continue the process until I reach data saturation.

An interview protocol may raise the level of adequacy and effectiveness among the interviews (Alby & Fatigante, 2014). When utilizing an interview protocol, researchers can exploit the accompanying advantages: (a) upgraded a procedural level of interviewing, (b) enhanced interview contents, and (c) expanded the importance of the information collected during the interview (Jamshed, 2014). Alby and Fatigante (2014) proposed an interview protocol include more than making inquiries; it is an arrangement which aides researchers during the interview process. Peters and Halcomb (2015) recommended a proficient interview protocol to advance consistency during the interview process. Jamshed (2014) used an interview protocol to expand the flexibility and enhance viability and productivity during the interview process. Using an interview protocol, I improved the interview process, which increased the quality and relevancy of the data collection process.

Participants

The quality of the study relies on the researcher's ability to select participants who have sufficient experience and knowledge about the study (Ibrahim & Sidani, 2014; Moscovitch et al., 2015). Inability to choose a suitable participant may influence the

consistent quality and legitimacy of the research problem (Barry, Chaney, Piazza-Gardner, & Chavarria, 2014; Lewis, 2015). According to Hoyland, Hollund, and Olsen (2015), participant selection is one of the most crucial quality assurance measures in research. I searched the BLS (2016) for businesses with low employee turnover in the retail industry. I used Google to search for the name of the companies. Once I identified the company, I searched for the company website for the name of the managers of the respective company. Once I found the organization, I sent all potential participants a copy of the knowledge check questionnaire to ensure all participants meet the criteria of the study. After potential participants have met the criteria of the study, I emailed the potential managers to invite them to participate in the study. All participants had to meet the following criteria of (a) having had managerial experience in the retail industry, (b) having worked as a retail store manager in Montgomery, Alabama, and (c) having experience implementing effective strategies to reduce employee turnover. The store managers had to possess a minimum of five years of retail experience, including three years of management experience and two years successfully demonstrating strategies resulting in a reduction of employee turnover.

My strategy for establishing a working relationship with the participants included communicating by phone calls and email. I established a research relationship by utilizing the interview protocol, once the participants agreed to participate in the study (Appendix A). I sent a preliminary email to participants and asked for their permission to participate in the study. The introductory email included the purpose of the study, criteria for the selection process, and the benefits of the research. I also built a relationship with

the participants by establishing a professional level of communication. It's important for the researcher to ensure the participants are aware of the fact they can withdraw from the study at any time (Grossoehme, 2014; Yin, 2017). I coded the participants as P1, P2, P3, P4, P5, and P6 to ensure confidentiality. Participants received no monetary compensation for participation. I provided participants with a one to two-page summary of the final published study.

Research Method and Design

Yin (2017) recommended selecting a suitable methodology and design, which assists in answering the central research question. Qualitative scholars gather information by investigating documents, observing behaviors, and interviewing participants from a target population (Harland, 2014; Marshall, Cardon, Poddar, & Fontenot, 2013). Qualitative research is a descriptive method scholar utilize while investigating, clarifying, and displaying results about a phenomenon from the perspectives of the people who experienced it (Hietanen, Sihvonen, Tikkanen, & Mattila, 2014; Yin, 2017). When conducting research, Yin (2017) suggested paying close attention to choosing an appropriate research methodology and design, which helps answer the central research question. I used a qualitative method with a case study design for this research.

Qualitative scholars collect data by observing behaviors and interviewing participants from a target population (Marshall et al., 2013). Yin (2017) asserted qualitative research is an engaging technique a researcher utilizes while investigating, clarifying, and displaying comes about a marvel from the purpose of the perspectives of individuals who experienced it. Plastow (2016) stated one of the advantages of mixed

methods research is the strengths of one type of research method could complement the weaknesses of another research method. Similarities, comparison, and parallel variables may include a diverse perspective and may enable the researcher to get around personal biases using a single research method. Additionally, Plastow (2016) stated the reason for combing quantitative and qualitative data is to better understand this research problem by converging both quantitative and qualitative data.

Research Method

I conducted a single case study using a qualitative research method. Using a qualitative research method enabled me to explore the strategies store manager in the retail industry used to reduce employee turnover. Park and Park (2016) stated a qualitative research method allows the researcher to explore the social phenomenon and human problems from different perspectives and explore how those strategies can be viable. Researchers use a quantitative research method to examine relationships among variables, testing hypotheses and analyzing statistical data (Barnham, 2015). I did not test hypotheses or examined the relationships among variables, so a quantitative research method was not suited for this study. Using the mixed method enables the researcher to explore and utilize both a qualitative and quantitative research method to investigate complex problems (Park & Park, 2016). A mixed method was unacceptable for this study because I did not investigate complex problems using quantitative and qualitative research method.

Research Design

I chose a qualitative case study design to obtain an in-depth understanding of a real phenomenon (Campbell, 2014). The case study design was appropriate for me to explore strategies store managers use in the retail industry to reduce employee turnover. The phenomenological research design is an exploration of the human experience or a phenomenon as defined by different participants (Lewis, 2015). I considered using a phenomenological research design but using a phenomenological research design would require me to explore human experiences through interviews, descriptions and other expressions. The phenomenological design was not acceptable for my study, as exploring experiences and perceptions are not the focus of my research. Researchers used the ethnographic design to investigate cultures in a real-life setting (Park & Park, 2016). The ethnographic design was not appropriate, as the focus of this study was not to explore the culture of the subject stores.

Fusch and Ness (2015) explained data saturation occurs when no new information, themes, or coding arise from the data collected in the study. The researcher continues with interviews until data saturation in the study (Childers, 2014; Lewis, 2015; Park & Park, 2016). Akaeze (2016) and Buowari (2015) argued the researchers could reach data saturation with three participants in a qualitative case study. Additionally, Fusch and Ness (2015) suggested a failure to reach data saturation has an impact on the quality of the research conducted and hinders content validity. I continued to interview participants until no new information appears from the data collection process.

Population and Sampling

Many scholars recommend researchers bring into line the central research

question with the chosen population (Campbell, 2014; Childers, 2014; Jamshed, 2014;

Lewis, 2015). To align the central research question to the population, I only collected

data from store managers from a retail store in the Southeastern region of the United

States, who met the criteria for this research. Robinson (2014) proposed selecting study

participants from the target population when choosing qualitative research. I interviewed

six store managers from a retail store in Montgomery, Alabama. To gather information, I

utilized a single case design to analyze and understand how managers retain top

performing employees within their natural environment. Yin (2017) suggested a

qualitative researcher might select a case study using a single unit or multiple units of

analysis with the same or different background.

Population

A population is a group of individuals, who have similar characteristics to those

of in a related area from which a scholar pulls a research sample for a study (Robinson,

2014; Yin, 2017). The target population for this study consisted of six retail store

managers, who have successfully used strategies to reduce employee turnover from a

business in the Southeastern region of the United States. The store managers met the

following criteria of (a) having had managerial experience in the retail industry, (b) have

worked as a retail store manager in Montgomery, Alabama, and (c) have experience

implementing effective strategies to reduce employee turnover. The store managers

possess a minimum of 5 years of retail experience to include 3 years of management

experience and 2 years successfully demonstrating strategies resulting in a reduction of employee turnover.

Sampling Method

Qualitative researchers have various types of sampling methods to reflect on their studies. Sampling in qualitative research as the selection of specific data sources from which data are collected to address the research objectives (Gentles, Charles, Ploeg, & McKibbon, 2015; Marshall et al., 2013). According to Childers (2014), the commonly used sampling methods are snowball sampling, random sampling, convenience sampling, stratified sampling, purposeful sampling, and criterion sampling, among others. Colorafi and Evans (2016) stated purposeful sampling allows researchers to choose and evaluate participants who meet the requirements for a study.

I used purposeful sampling to select a sample of store managers who manage employees in a retail organization in Montgomery, Alabama. Boardman and Ponomariov (2014) stated purposeful sampling allows the researcher to select participants who meet the research criteria of the study. Lee (2014) stated researchers must consider the sample size and decide on the value of the participants' data while conducting a qualitative study.

My sample population was retail store managers. Boddy (2016) suggested a sample size of one to six participant in a single case study can be highly informative and meaningful to reach data saturation. I interviewed six store managers in the retail industry who has a proven strategy to reduce employee turnover. Harf et al. (2015) stated data saturation could occur with a sample size of six. Yin (2017) said researchers must decide on the sampling size to reach data saturation. I realized the quality of participants'

data is essential to achieve data Saturation. Robinson (2014) suggested data saturation occurs when no new additional information exit on the research study.

Before starting interviews, I chose a conference room at the same location as the participant's offices to allow minimum disruption. I asked participants to silence their telephones and asked their staff to limit the interruption during the interviews, except in an emergency. The meeting is for 20-60 minutes.

To qualify for this study, all participants met the following criteria of (a) having had managerial experience in the retail industry, (b) have worked as a retail store manager in Montgomery, Alabama, and (c) have experience implementing effective strategies to reduce employee turnover. The store managers possessed a minimum of 5 years of retail experience to include 3 years of management experience and 2 years of successfully using strategies resulting in reducing employee turnover.

Ethical Research

Gentles et al. (2015) stated researchers must have the approval of the Institutional Review Board (IRB) before beginning the data collection process. Additionally, Gentles et al. (2015) stated a researcher conducting a case study design must keep all research information and data using human participants private and confidential. Yin (2017) suggested researchers follow the ethical guidelines about the protection of human research participants. .Researchers suggested getting consent from the participants (Bevan, 2014; Lunnay, Borlagdan, McNaughton, & Ward, 2015). I gave potential interviewees a consent form. I researched six stores, obtaining permission from organizational officials to research by interviewing store managers. I contacted potential

participants by email and telephone to provide a brief introduction to the reasons for contacting them. I emailed a knowledge check questionnaire to all potential participants to complete to ensure they meet the inclusion criteria of this study. I asked the participant for their permission for future communication and their method of contact.

I sent potential participants who met the criteria an informed consent form attached to an email. Researchers used informed consent to convey the risks and benefits of participating in a study, the anticipated time commitment, and just going through collected data (Barnham, 2015; Leung, 2015). Participants can provide informed consent through email by replying *I consent* or they may sign the consent form before the interview. Researchers should understand participants' ethical rights concerning the protection of participants (Yin, 2017). Benton, Coppersmith, and Dredze (2017) suggested providing potential interviewees a consent form. I ensure interviewees met the criteria for the study by completing a knowledge check questionnaire. Interviewees can voluntarily withdraw from the study without any reasons at any time by contacting me by email or telephone. Yin (2017) suggested interviewees may request a withdrawal from the study verbally or in writing at any time.

Alby and Fatigante (2014) suggested building mutual respect for the interviewee to ensure an understanding of the interviewees' perspective and unfold a meaning to their experiences. I will not use any of the participant's personal information for any reason other than this study. Yin (2017) suggested not using the formal name of the participants or the organization during the study. Once Walden's IRB approved the research, I referred to the organization as Retail Store A. The participants chose their alias for the

study, but I reminded them nicknames cannot be the same as current employees within

the organization. I secured and stored all documents related to this study in my

combination safe in my residence. I am the only person with the combination. After the 5

year timeframe, I destroyed all electronic and handwritten notes to protect the right of all

participants. The Walden IRB approval number was (01-23-19-0658784).

Data Collection Instruments

I am the primary data collection instrument for this study. Yin (2017) stated

researchers are the data collection instruments in qualitative research. Additionally, Yin

(2017) argued case study research is a challenging task and calls upon the researcher's

skills and expertise. Additionally, Yin (2017) suggested case study research would be

better in future research than in the past. Data collection maybe through surveys,

interviews, focus groups, extractions, and observations (Alshenqeeti, 2014; Yin, 2017;

Ziebland & Hunt, 2014).

I conducted semistructured face-to-face interviews with the participants, once IRB

approves the study. Yin (2017) stated interviews could be performed in person or over the

phone. Researchers suggested using the interview method to investigate and gain

knowledge of the participant's thoughts and experiences (Harrell & Bradley, 2009);

Hoyland et al., 2015; Ziebland & Hunt, 2014). I used the interview protocol (Appendix

A) to ensure the interviews are consistent and objective. When the interviews were

complete, I triangulated the data using company documents, business journals, and other

related sources. After receiving IRB approval (01-23-19-0658784), I began by emailing

potential participants an invitation to participate with an attached informed consent form

and knowledge check questionnaire. Participants provided informed consent by replying *I consent* to the email prior to the interview. The next step involves scheduling face-to-face interviews with each participant who agreed to take part in the study.

I used member checking to ensure the reliability, validity, credibility, and accuracy of the data collected. Member checking occurs when the researcher conducts the interview, interpret the participant's response, provide the interpretation to the participants, and allows the participants to review the information for accuracy (Chronister, Marsiglio, Linville, & Lantrip, 2014; Hoyland et al., 2015; Yin, 2017). I conducted the interviews, interpreted the participant's response, and provided the interpretation to the participants, allowing them to review my interpretation of their response to make the necessary corrections if needed.

Data Collection Technique

There are various types of interviews such as face-to-face, telephone interview, focus group, and email (Peters & Halcomb, 2015). Although there are multiple types of interview, Ziebland and Hunt (2014) recommend using face-to-face interviews because the researcher has more control over the information provided by the participants. Additionally, Yin (2017) stated a face-to-face interview is a valid data collection technique for a case study design. I used the semistructural interview technique to conduct face-to-face interviews as my primary data collection technique. I performed face-to-face interviews in the store manager's office to prevent interruptions or distractions from their daily duties. Participants reviewed and signed the consent form before starting the interviews. Participants received a copy of the signed consent form for

their record and information about the member-checking process. The interview was 30 minutes. I conducted each interview individually and recorded all the information on a digital recorder. Improving data collection techniques enhanced the accuracy, validity, and reliability of research findings (Alshenqeeti, 2014).

The advantages of face-to-face interviews are social cues and interviewees response time (Kurz, Elliott, & Roach, 2015). According to Holmberg and Madsen (2014), social cues are voice, intonation, and body language of the interviewee can give the researcher a lot of extra information. As the researcher, I have a front seat to addressing the interviewees' response and social cues. Additionally, Holmberg and Madsen (2014) stated the value of social cues also depends on what the researcher wants to know from the interviewee. Another advantage of face-to-face interviews is using a tape recorder versus handwritten notes. The time used to record is minimal compared to handwritten notes, which may take more than twice the time to transcribe. According to Researchers stated using both devices together are more of an advantage, the digital recorder will limit the time, and the notes will ensure all questions have been asked and answered (Fischer, Collier-Meek, Bloomfield, Erchul, & Gresham, 2017; Holmberg & Madsen, 2014).

The disadvantage of a face-to-face interview is the interviewer's effect on the participants can lead to bias and the conversation shifting during the interview (Fischer et al., 2017). The interview protocol is a crucial tool to use for face-to-face interviews (Himmelheber, 2014); Yin (2017); Ziebland & Hunt, 2014). As the primary data collection instrument, I used the interview protocol (Appendix A) to ensure all questions

are asked to each participant to keep the interview on schedule. Additionally, Carter, Bryant-Lukosius, DiCenso, Blythe, and Neville (2014) noted face-to-face interviews might seem intrusive to the interviewees.

I used triangulation in this study. Carter et al. (2014) stated researchers use triangulation to develop a general understanding of a phenomenon by gathering data sources with multiple methods in qualitative research. Carter et al. (2014) stated the four types of triangulation are (a) method triangulation, (b) investigator triangulation, (c) theory triangulation, and (d) data source triangulation. Cairney and St. Denny (2015) indicted researchers can use data triangulation to compare two or more data sets to validate consistency in the materials gathered. I used data triangulation by conducting interviews and by completing a thorough and associated literature review about the field of interest. Triangulation is a precursor for confirmation. Researchers obtain research confirmation when they collect data from numerous sources to explore phenomena (Cairney & St. Denny, 2015).

I reviewed documents about the company to triangulate participants' responses to the questions. The advantages of reviewing documents of the company are to ensure accurate information received from all the participants. The disadvantages of reviewing company documents are reviewing documents was time-consuming and the information was not always current. Researchers use member checking of the data collected to compare primary patterns and themes (Yin, 2017). Researchers confirm dependability of the study through member checking when reviewing data interpretation, transcript review, expert validation of the interview questions (Appendix A), interview protocol,

and direct and participant observation protocol (Marshall & Rossman, 2016). Researchers collect data from interviews; then transcribe the interview recording. (Marshall & Rossman, 2016).

Researchers conduct a pilot study to evaluate the crucial components of the full-scale investigation (Bradley & Dreifuerst, 2016; Henson & Jeffrey, 2016). Pilot studies should have objectives to inform researchers of the best way to conduct a future full study (Dikko, 2016). I conducted a limited scope case study using proven techniques; therefore, I am not conducting a pilot study to test the research procedures in preparation for a more extensive study.

Data Organization Technique Saunders, Kitzinger, and Kitzinger (2014) suggested the use of digital files and a naming convention for a qualitative study. A naming convention may assist the researcher in filing the data and maintaining confidential and private information from the participants (Palinkas et al., 2015). I used a naming convention for files to aid in data tracking and the protection of participants' information as confidential and private. Participants are P1, P2, P3, P4, P5, and P6, which will protect their identity and keep the information confidential. According to Barry, Chaney, Piazza-Gardner, and Chavarria (2014), it critical to keep all data collected from the participant private and confidential. The participants did not know their identifier for the study. The transcripts from the interviews were downloaded to a word processor file and labeled with a study identifier, to ensure the confidential and private storage of the information.

Sotiriadou, Brouwers, and Le (2014) asserted the role of software in assisting researchers to analyze data is increasingly critical. Additionally, researchers suggested using NVivo software with qualitative studies (Dasgupta, 2015; Koekemoer, 2014; Sotiriadou et al., 2014). Sotiriadou et al. (2014) used NVivo 12 to manage and organize data, which then facilitates the analysis of data, identification of themes, the gleaning of insight and developing of conclusions. I used NVivo 12 to assist with the coding of raw data into themes within my study. Researchers stated using both devices together offers more advantages, the digital recorder will limit the time, and the notes will ensure the asking and answering of all questions (Fischer et al., 2017; Opdenakker, 2006; Yin, 2017). My handwritten notes are in a research journal, which included the records from the interview, participants' information, and how I classified the themes.

I stored digital data on my computer, which is password protected, and I used an external thumb drive to back up all my information. I am the only person, who will have access to this information. Digitally recorded interviews, journal notes, and the transcripts from the NVivo database will be on an external thumb drive and locked in a safe for five years at my residence. According to the recommendations of Walden University concerning data storage, I completed the deletion of electronic records and the shredding of all journal notes, company documents, and handwritten notes after 5 years.

Data Analysis

Data analysis provides an accurate interpretation of the knowledge of each participant and his or her experience (Yin, 2017). In qualitative research, Hussein (2015) defined triangulation as the use of multiple methods in studying the same phenomenon

for increasing study credibility. Several researchers stated there are five types of triangulation; which are methodological triangulation, investigator triangulation, theoretical triangulation, analysis triangulation, and data triangulation (Flick, 2004; Hussein, 2015; Marshall & Rossman, 2014).

Methodological Triangulation

I used methodology triangulation to explore different methods of basic research such as observations, interviews, questionnaires, surveys, and documents, to gather data and ensure the integrity of the results. Methodological triangulation was a complicated process of playing each method off against the other to maximize the validity of field efforts (Cairney & St. Denny, 2015; Denzin & Giardina, 2016; Flick, 2004). Methodological triangulation could be sequential or simultaneous (Flick, 2004; Carter et al., 2014). Sequential triangulation occurs when one data collection method applies to the first data collection method. Simultaneous triangulation is using both data collection methods at the same time. I used simultaneous triangulation. Weyers et al. (2014) stated researchers could obtain research validation when they collected data from various resources to investigate phenomena. Carter et al. (2014) noted the advantages of methodological triangulation divided into three broad groups. They entail an increase in the comprehensiveness and completeness of the research, an enhanced ability to confirm trends and identify inconsistencies and an improvement in the reliability and validity of findings (Carter et al., 2014). Additionally, Weyers, Strydom, and Huisamen, (2014) stated researchers could obtain research validation when they collected data from various resources to investigate phenomena.

Yin (2017) stated there is a five-step analysis for analyzing qualitative data, which are compiling, disassembling, reassembling, interpreting, and concluding. I used Yin's five-step analysis to analyze and categorize my research after the coding process. According to Yazan (2015), the five-step analysis will assist in answering the research question.

Compiling data. The compiling phase involves organizing the data to create a database (Haines, Summers, Turnbull, Turnbull, & Palmer, 2015; Stuckey, 2014; Yin, 2017). Additionally, Yin (2017) suggested researchers build the databases from the interviews, journal notes, and research question. Furthermore, Pietkiewicz and Smith (2014) asserted researchers might compile themes for the whole transcript before looking for connections and clusters. I created a database and will start the compilation process after the interviews are complete. I arranged the data from the interviews by types, labeling, and coding the data into categories.

Disassembling data. After compiling the data phase, I began the second phase of data collection, the disassembling data. The disassembling phase involves dividing the compiled data into fragments and labels (Essary, 2014; Yin, 2017). During the disassembling phase, the codes appear in the data analysis process (Cox & McLeod, 2014). Yin (2017) suggested disassembling occurs when the researcher divides the data into individual groups. Additionally, Bengtsson (2016) stated coding of data includes segmenting and labeling data with category names to place data in groups. Within my research study, the use of data code was essential in identifying themes and patterns.

Reassembling data. The third phase of data analysis is reassembling the data (Essary, 2014). The reassembling process includes clustering and categorizing the labels into sequences and groups (Yin, 2017). According to Haines et al. (2015), reassembling occurs when the researcher rearranges the data into categories and groups. During the reassembling phase, I rearranged the data with similar coding together.

Interpreting data. The fourth phase of data analysis is interpreting data (Castleberry, 2014). According to Yin (2017), the interpretation phase requires creating narratives from the sequences and groups including conclusions. Ivankova (2014) stated the interpreting phase is when the researcher finds the meaning of the data and interprets the information presented during the data analysis process. Pietkiewicz and Smith (2014) recommended researchers may use the interviewees' own words to illustrate themes. Themes have two functions; it enables the reader to assess the pertinence of the interpretations and it retains the voice of the participants' personal experience and gives a chance to present the emic perspective. During the interpreting phase, I interpreted the data by referring to the interviews and analyzing the themes.

Birt, Scott, Cavers, Campbell, and Walter (2016) noted the benefits of creating strategies to increase the usage of member checks is a critical technique for researchers in establishing trustworthiness. These strategies include: (a) understanding the population, (b) conveying the data analysis process, (c) reconstructing data collection memories and being open to change, (d) comparing themes, and (e) incorporating member checks into the data analysis process (Birt et al., 2016). After I finish my interpretation of the responses, each participant reviewed my analysis to ensure the information was accurate.

If the participant found discrepancies between their responses and my interpretation, they were given a chance to provide clarification.

Concluding. The fifth phase of the data analysis process is concluding (Yin, 2017). The concluding phase is the discussion of the findings of the research study (Haines et al., 2015). During the concluding phase, the researcher must explain their findings and the conclusions of their research (Cox & McLeod, 2014). To conclude, I used Yin's five-step analysis for data analysis to ensure my findings for a qualitative research study. Additionally, I provided supportive data to support my findings.

Qualitative software plan. I used NVivo 12 to assist with the coding of raw data into themes within my study. The role of software in supporting researchers to analyze data is increasingly critical (Sotiriadou et al., 2014). Additionally, researchers suggested using NVivo 12 with qualitative studies (Dasgupta;2015; Koekemoer, 2014; Sotiriadou et al., 2014). NVivo 12 enables a researcher to manage and organize data and facilitates the analysis of data, identification of themes, gleaning insight and developing conclusions (Sotiriadou et al., 2014). Pietkiewicz and Smith (2014) stated researchers must analyze the data in tables and charts with categories and codes showing the concepts and ideas using the qualitative software method.

Key themes. The literature review is the foundation for exploring employee turnover in the retail industry. I organized the literature reviews by themes to present the information comprehensively, which will include recently published studies. The conceptual framework of my research is transformational leadership. I compared the central themes to the literature and explain how the fundamental themes support, refute,

or refine peer-reviewed literature. My goal was to compare the key themes to the literature and explain how the themes support, refute, or clarify peer-reviewed literature. If a critical theme relates to or varies from the literature or the conceptual framework, I reported it in the relationship to existing literature and conceptual framework section for inclusion in the doctoral study.

Reliability and Validity

In qualitative research, reliability is dependability; validity is credibility, transferability, and conformability (Wang, Wang, Xu, & Ji, 2014). Several researchers suggested various methods to improve reliability, including the use of software to analyze interview and focus group data, member checking, and the use of multiple sources of data (Gibson, Webb, & Lehn, 2014; Humphry & Heldsinger, 2014; Leung, 2015).

Reliability

Leung (2015) stated in qualitative research; reliability refers to exact replicability of the processes and the results. Reliability requires the same results is obtained if the study is repeated (Bengtsson, 2016; Wang et al., 2014). Grossoehme (2014) stated various researchers could analyze the same data and receive different results. Pocock (2015) argued reliability is critical in a qualitative study to determine the quality and stability of data collected. Dependability occurs when the findings of the research are replicable (Elo et al., 2014). I ensured dependability by conducting transcription review and an expert validation of the interview questions. Member checking occurs once the interviews are conducted, data is transcribed, and the information is presented to the participants to review for accuracy (Harvey, 2015; Kornbluh, 2015; Sousa, 2014). I met

with each participant at his or her store site. I gave the participants an opportunity to review my interpretation of their responses during the interview. I corrected all the issues and allow the participants to check the information once again for the corrections. To ensure the consistency of the interviews, I used my interview protocol (Appendix A).

Validity

Leung (2015) stated the validity of qualitative research means "appropriateness" of the tools, processes, and data. Validity is using the results truthfully to explain the phenomena are studied (Bengtsson, 2016; Marshall & Rossman. 2016). Additionally, several researchers stated validity exists when the information in a research study is accurate and truthful (Roe & Just, 2009; Marshall & Rossman, 2016). Weyers et al. (2014) stated researchers could obtain research validation when they collect data from various resources to investigate phenomena. Validity is credibility, confirmability, transferability, and data saturation.

Credibility. In qualitative research, Nyhan (2015) stated credibility established when the researchers assert validity in the findings. Additionally, Nyhan (2015) stated credibility in a study refers to the level of trust readers, and other scholars have in the findings. I enhanced the credibility of my research by member checking of the data interpretation, participant transcript review, methodological triangulation, and using the interview protocol. I validated the data by collecting data from each interviewee and providing each participant with a copy of his or her interview interpretation to validate for accuracy.

Confirmability. Confirmability in a qualitative study is the degree to which researchers may verify the results (Amankwaa, 2016). Additionally, Schwandt, Lincoln, and Guba (2007) stated confirmability is a transparent description of the research. To ensure confirmability, I used multiple sources of data for triangulation. Marshall and Rossman (2016) stated triangulations occur when the researcher uses multiple sources of data, preserving the chain of evidence, and allowing participants to review the data. Method triangulation is a complicated process of playing each method off against the other to maximize the validity of field efforts (Cairney & St. Denny, 2015; Flick, 2004). To ensure confirmability, I used member checking and methodological triangulation to validate the data from the interviews and promote confirmability within the study.

Transferability. To confirm transferability, Marshall and Rossman (2016) stated researchers must provide a detailed description of the context within the study. Elo et al. (2014) noted when participants share a detailed description of the context of the study; it enables future scholars to decide on the transferability of the findings in another context. Readers will be able to determine the transferability of the findings of the study to another context, setting or case (Moon, Brewer, Januchowski-Hartley, Adams, & Blackman, 2016). Population, geographical location, and sample size may influence the transferability of the results (Elo et al., 2014; Burchett, Mayhew, Lavis, & Dobrow, 2013). Because I explored strategies retail store managers used to reduce employee turnover in Montgomery, Alabama; the boundaries of this study may influence the transferability of the results to other sectors of the industry and geographical locations. To improve transferability, I adhered to the data collection and analysis techniques for the

research design, using the interview protocol, reaching data saturation, conducting member checking and triangulation.

Data saturation. Fusch and Ness (2015) stated data saturation occurs when no new information, themes or coding arise from the data collected in the study. Scholars stated interviews must continue if no data saturation in the study (Childers, 2014; Lewis, 2015; Park & Park, 2016). Additionally, Fusch and Ness (2015) suggested a failure to reach data saturation has an impact on the quality of the research conducted and hinders content validity. I continued to interview participants until no new information appears from the data collection process. Data saturation is met when there are enough information and no new information found in the research (Fusch and Ness, 2015; Marshall et al., 2013; O'Reilly & Parker 2012; Walker, 2012).

Transition and Summary

Section two included the purpose of this study, my role as the researcher, and the criteria for selecting research participants. Additionally, Section two included information about different research methods and designs; including the reason for selecting a qualitative single case study design for this research. In Section two, I provided a discussion of the population and sampling, the process of ensuring ethical research, and data collection, organization, and analysis process. Section two also contained information about the process to ensure reliability and validity. In Section three, I presented an overview of the purpose of the study, state the research question, and provide the findings. I included the applications of my research to professional practice, implications for social change, recommendations for action and further study. Finally, in

the reflections, I discussed my experience during the doctoral study journey. I concluded

with an overview addressing the importance of implementing effective strategies to

reduce employee.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore strategies retail store managers used to reduce employee turnover. The targeted population consisted of six retail managers from Alabama who have proven strategies to reduce employee turnover and retain their top performing employees. Using Yin's five-step analysis for data analysis, which is compiling, disassembling, reassembling, interpreting, and concluding. I organized the data to create a database, classified, coded the data, triangulated, and interpreted the data and wrote the results of the data. I used semistructured interviews with six questions. After each participant interview, I conducted member checking by asking each participant to review the transcripts to ensure it was what they intended to share. Data saturation occurred after the participants' interviews when the participants had no new information to provide to the research. During the NVivo 12 data analysis, I compared transcriptions, interview notes, and business records on employee turnover to promote validity and reliability. The data analysis showed in this organization, managers were able to reduce employee turnover by offering an effective management strategy, competitive compensations, and effective communications with employees. The three themes which emerged from the data analysis were: (a) supportive management leadership style, (b) competitive compensations, and (c) the provision of efficient and effective communications to employees.

Presentation of the Findings

The overarching research question was: What strategies do retail managers use to reduce employee turnover? I used semistructured interviews with open-ended questions to allow the participants to give detailed information on the strategy they used to reduce employee turnover. I also reviewed the company website and company information from the BLS website to improve the triangulation for multiple methods of collecting data for this study. All participants gave consent and received a copy for their records before starting the interviews. All interviews took place in the store manager's office and lasted for 40 minutes. I used a labeling system to protect the identity of each participant (P1 through P6); P1 means participant one. The participants conducted member checking after completion of the transcriptions of the interviews. After the participants confirmed the transcriptions, I used NVivo 12 to code the data. The usage of NVivo 12 enabled me to understand the research data efficiently and effectively. The main reason for using NVivo 12 was to conduct word frequency searches. The data from the research led to the identification of recurring themes participants shared during the interviews. During the data analysis, I focused on themes which were pertinent to the central research question and the conceptual framework. Yin's five-step analysis: (a) compile, (b) disassemble, (c) reassemble, (d) clarify, and (e) conclude was used to analyze data. The data analysis revealed the following themes: management style, competitive compensations, and efficient and effective communications to employees.

Reviewing the documents on the company's website and the BLS (2016), showed the turnover rate was below 1%, which is one of the lowest turnover rates for employee

turnover in the retail industry. The company's website and BLS (2016) provided the

turnover rate of retail business (BLS, 2016). Additionally, the cost of training a new

employee is about 90% to 200% of the employee salary annually (Hom et al., 2013).

High turnover rate impacts the profitability and sustainability of the business.

Theme 1: Supportive Management/Leadership Style

The first theme which emerged from the data analysis was a supportive

management style with subtitle; lead by example, open–door policy, and training and

development.

P6 stated,

> I have always been told a manager should use the 80:20 rule. A manager should
>
> spend 80% of their time on 20% of their employees. The 20% is the employee
>
> who has problems and they are the ones which have performance issues. If I can
>
> turn around the 20%, then I can, in the long run, save the company money and
>
> profit from hiring a new person to do the same job.

Meanwhile, 33% of participants stated, it is important for management to be involved in

the performance of employees. P2 agreed it is important for a manager to include all

employees in the performance of the business. P3 stated,

> He or she is mentoring an employee who is looking at possibly leaving the
>
> company after graduation from college. I am looking at what
>
> management/supervisor's positions we have available and maybe depending on
>
> his decision, we may be able to offer him something different. Now I could have

easily taken his resignation but it's my job as a manager to protect the company's

assets.

All six participants stated leading by setting a good example to employees was

critical to keeping employees in their organization. P3, P4, and P5 stated when turnover

is below one percent that's a good indicator you have good programs and a good culture

employees enjoy and can appreciate. When an employee joins this company, they stay

around for a long time. P3 agreed managers recruited from within the organization allows

them a chance to learn different positions, the culture of the organization and

management skills needed to impact employee satisfaction and employee engagement.

All participants agreed when managers can relate to employee's issues and

concern, it increases the possibility of them staying with the organization. P1–P6 noted

employees are more engaged with the organization when managers have an open

dialogue with the employees. P2 agreed with P3,

As a manager, they have an open–door policy. Their employees know their door

and their phone number is available to them at any time. They know it's

uncomfortable sometimes for them to come into the GM's office or the VP's

office. An open-door policy allows them to call a manager when they leave work.

It is human nature for people to wonder who is going into the GM's office.

All participants noted the importance of having good training and development programs.

P1, P2, P3, P5, and P6 stated,

Training plan gives an employee a two weeks training plan for their specific and

general duties. These plans allow the employee to work with managers, other

associates, and read modules for their specific job. The manager for the area must

sign off and review the training plan and how the employee is progressing.

P4 agreed with P6,

One of the programs they have is an employee handbook. The employee's

handbook gives employees a detail description of their job, training plans, and

goals to complete their training. New employees work with management and their

supervisors to complete their training and ensure they are successful.

All participants in this study agreed on the perception of effective management is

important to developing retention strategies leading to greater job satisfaction and job

engagement. This was also evidenced by the total number of times the subtheme of lead

by example, open–door policy, and training and development appeared in the interviews.

Table 1 displays the themes and subtitle themes which emerged from the effective

management strategy.

Table 1

Supportive Management Themes

Participants	Lead by Example	Open-door policy	Training and development	Total
P1	2	2	4	5
P2	2	2	1	5
P3	4	2	1	7
P4	2	1	1	4
P5	2	1	1	4
P6	1	1	2	4
Total	13	9	7	29

Participants demonstrated transformational leaders are inspirational motivators to motivate their followers to perform at a high level of performance. Inspirational leaders motivate their followers by inspiring them to perform and they motivate subordinates to accomplish organizational goals over personal goals. Transformational leadership affects the basic attitudes and expectations of an organization's members, by creating common approaches to achieving the company's goals (Nohe & Hertel, 2017). Throughout the years, researchers used transformational leadership theory to comprehend different organizational phenomena, for example, employee turnover and employee retention (Gilbert et al., 2016; Keevy & Perumal, 2014). Transformational leadership theory focuses on the abilities of managers to motivate and encourage skilled workers to remain with the organization by creating strategies, which reduce employee turnover (Gilbert et al., 2016). The use of transformational leadership is supported by Keevy and Perumal (2014), who stated it is resourceful in sustaining the needs of the company and organization.

Leadership is an essential management tool as leaders work through their people to accomplish objectives for the organization with little inputs and resources (Lim et al., 2017). Amankwaa and Anku-Tsede (2015) asserted leadership is a process of influencing others to perform specific tasks to accomplish an organizational goal. Mathieu, Fabi, Lacoursière, and Raymond (2016) suggested management style may contribute to employee well-being, job satisfaction, and organizational commitment. Scholars realize the importance of management's behavior and influence on employee turnover and the impact to job satisfaction (Coetzee & Stoltz, 2015; Izvercian et al., 2016; Raina & Britt

Roebuck, 2016). After a review of the turnover rate by department report and turnover trends located on the company's website, I concluded leaders use these reports to create strategies to assist with improving employees' retention and productivity in the company. The turnover rate by department identified the type of turnover (voluntary and involuntary turnover) and the turnover rate for each department. The company reports enabled managers to generate realistic retention goals for their perspective stores. Company A website included trends to increase the retention rate which enabled leaders to adopt best practices from within the company to reduce overall employee turnover rate. The best practices were providing higher wages, offering profit sharing and bonuses, offering vacation time to part-time employees, offering paid sick days, opening communication, performing morning and weekly meeting with staff, and saying thank you to employees.

Theme 2: Competitive Compensation

The second theme which emerged from the data analysis was competitive benefits. P1 explained the importance for managers and employees to follow company policy and how important it is for the managers to promote positive and respect for the employees. P2 expressed the importance of managers to ensure employees understand the benefits available to them from the company. P1–P6 agreed the benefits packet helps to reduce employee turnover. Khandelwal and Shekhawat (2018) found salary, career development, benefits, and rewards are related to employee turnover. P6 stated,

One of the best things about my company is employees stay with us for a long time. I have been with this company for 30 years and we try to build a rapport with our employees which ensure they are successful.

P6 also stated,

We have great benefits which we pay our employees, so we don't have much of a turnover rate. The good thing is our benefits are for full time and part-time employees. I have worked with other retailers and they don't normally pay their part-time employee benefits at all.

P5 agreed,

One thing about my company is we have some of the best benefits package in the industry for our employees. We pay the highest wages, we have the best insurance, vacations, and 401K. The benefits packet along helps to reduce employee turnover.

P1 agreed with P2 and further discussed their strategy about good benefits and good pay.

Good pay and good benefits allow employees to stay with the organization for a long time. When you give good pay and good benefits, employees stay loyal, employees responded positively, they have less call outside for sick calls, they are on time to work, and they are more engaged with the goals of a position or job. They are more actively involved in activities with the function of the company. It is just a better family/team atmosphere when they get treated with respect. Employees expect management is consistent, he wants to know where they stand

with their employer and understand the rules are going to be the same for everybody and not just specific people.

Gupta and Shaw (2014) stated compensation is the reward one receives in exchange for the work or services performed. Salary is significant because it can affect employee attitudes and behaviors both positively and negatively in the work environment. Additionally, Gupta and Shaw (2014) argued an excellent compensation system could be useful in motivating better performance and reduce employees desire to leave the organization. Compensation can be a powerful tool in driving a variety of desired behaviors. Ribeiro et al. (2018) suggested transformational leaders develop their employees and enable them to grow with the organization, which in turn lowers the turnover rate.

The theme of competitive compensation corresponds to the conceptual framework of this study. The participants in this study demonstrated when you pay employees a good wage and benefits, they can take care of their family and in the long run they remain loyal to the company. Transformational leaders encourage and motivate employees to elevate their level of performance to achieve an extraordinary objective for the company.

Theme 3: Efficient and effective communications to employees

The final theme extended to efficient and effective communication in analyzing data from my interview with participants. All six managers suggested they used some form of verbal communication to inspire employees to become all they can be. For example, Participant P1–P6 stated,

they all respond very well. They have a weekly meeting with the employees and it's not one sided as managers and supervisors holding the meeting. It is an open forum so they can ask questions and be a part of the decision-making process for the department. This way they take ownership of the process.

Additionally, all participants have regular communication with our employees as to how they feel about their job and what we can do to improve their work atmosphere. We try to cover all the pertinent information with our employees, so they feel they are part of the business. P3–P6 stated, communications with employees is vital to the progression of the growth and development of employees. When employees know the disposition of the company, they feel involved in the growth of the company.

P6 stated,

One of the best things about my company is employees stay with us for a long time. He or she have been with this company for 30 years and they try to build a rapport with their employees ensure they are successful.

Transformational leaders have a strong relationship with their employers and ensuring they motivate them to perform at a high level (Burch & Guarana, 2014; Northouse, 2015; Phaneuf et al., 2016). All participants agreed the first thing is sitting down and meeting with the employee and find out the reasons they are leaving the company. Sometimes, it may be they are not happy with their current job, so the manager and employee discussed what is positive and negative about their current job. Sometimes it's the schedule and it conflicts with school or family. It is as easy as changing their availability to fit their job with their responsibilities.

Transformational leadership is the conceptual framework for my research, which allows leaders to motivate employees to remain with the organization and reduce employee turnover in the retail industry. Northouse (2015) described transformational leadership theory as a leadership approach for directing a change in an individual and their social systems. Transformational leadership focuses on the followers' motives, satisfying their needs, and treating them as human beings (Donati et al., 2016; Northouse, 2015; Solajaet al., 2016).

Applications to Professional Practice

The applications to professional practice include providing managers with strategies to reduce employee turnover in the retail industry. The overall success in the retail industry rest on the manager's understanding of employee turnover on the business. The retail industry is changing and it is becoming more challenging to retain top performing employees (Cloutier et al., 2015; Miller, 2010). Several researchers revealed employee turnover affects retail stores more than other sectors in the retail industry (BLS, 2016; Rohde et al., 2015). Ahammad, Tarba, Liu, and Glaister (2016) stated employee turnover reduces the survivability strategy of the business and affects more than profitability and productivity. The manager must take an active role in dealing with employee turnover because failure to retain top performing employees may lead to organizational collapse (Gonzalez, 2016; Ugoami, 2016). Most managers realize it is difficult to retain the top performing associates in the organizations and they can benefit from gaining an understanding of new strategies to reduce employee turnover in their work environment. Participants in this study stated providing developmental growth in

the organization will reduce employee turnover. When an employee realizes the leaders of the organization cares about their individual and career growth in the business, they are more dedicated and satisfied with the leadership and the organization. Additionally, another effective strategy for reducing employee turnover is an employee is less likely to leave an organization when compensation for work performed, compared to other companies in similar positions. Managers can use the findings of this study to increase organizational sustainability by providing training and mentoring, investing in developing employee skills, and empowering employees to support the organization through effective company policies and practices. Managers can review exit interviews to find, analyze and monitor the reasons employees leave the organization (Houlfort et al., 2015). I recommend managers consider these strategies to reduce employee turnover.

I disseminated a one to two–page summary of the results of my study to all participants, retail organizations, local leaders, and business organizations. Employee turnover affects all organizations differently and yet it is the same. Business leaders must increase the profitability of their organizations and turnover cost can take away from the profitability of the business. One of the largest expense affecting the bottom line is payroll and a reduction in turnover can improve profit dollars by reducing payroll expense. Business organizations can benefit from the results by giving their members a tool to manage employee turnover, a tool to use as best business practice, increase job satisfaction, and increase sustainability within the organization.

Implications for Social Change

The results of this study contribute to social change by identifying strategies to retain high performing retail workers in a continually changing environment. Reducing employee turnover may influence positive social change in an organization by improving sales and profitability and in turn, can lead to new employment opportunities and promote prosperity for local families, the industry, and the communities (Cuzovic et al., 2017; De Winne et al., 2018; Harris et al., 2018). The strategies recognized by store managers in this study may reduce employee turnover in the retail industry and rise job satisfaction, job performance, organization commitment, and involvement within the local community.

The effects of leadership on employees' decision to leave a business are essential for leadership and management teams (Harhara, Kumar, & Hussain, 2015). Executing proficient strategies may influence positive social change by (a) influencing business leaders to build a valuable workforce, (b) motivating employees to remain with the organization, thus increasing employee retention, (c) encouraging better job satisfaction of employees, (d) encouraging economic stability within the community, and (e) stimulating profitability within the company (Ployhart, Nyberg, Reilly, & Maltarich, 2014). Job satisfaction has a direct effect on employee turnover in the retail industry.

Saini, Gopal, and Kumari (2015) defined organizational commitment as creating an image of an organization as a good employer or a great place to work. The more committed the employees are to the organization, the more determined they are to staying with the organization (Berger–Remy & Michel, 2015). Organizational commitment

serves as an essential motivational tool to encourage employees to remain with the organization. When employees have a higher sense of commitment, the more likely they contribute to growth of (a) positive employer brand, (b) reduced turnover, (c) service quality, (d) customer satisfaction, (e) productivity, (f) sales, and (g) profitability (Carasco–Saul, Kim, & Kim, 2014).

Eniola and Ektebang (2014) stated when an organization is successful the employees, customers, and the business connection with the community which leads to social changes by improving living standards and employment opportunity. The implementation of strategies to reduce employee turnover may (a) develop practices and policies, (b) increase leader-employee interaction/relationship, (c) motivate employees, and (d) increase loyalty and organizational commitment. Leaders must be able to identify which strategies are most useful for their type of organization to comprehend the importance of executing effective strategies to reduce employee turnover (Hom et al., 2012).

In this study, I acknowledged important strategies for reducing employee turnover through a comprehensive plan for demonstrating and cultivating respect. Reducing employee turnover encourages employee morale and job satisfaction. The results of this study may influence the understanding of the cause of employee turnover and how evaluating the causes can improve employee performance and commitment throughout the organization. Organizational leaders can maintain sustainability and strengthen the economy by reducing employee turnover (Harhara, 2015).

Recommendations for Action

Khandelwal and Shekhawat (2018) discussed the importance of providing good benefits to employees. For companies to grow and become profitable, leaders should pay attention to the results of this study. Business leaders should pay attention to the results of this study and consider adopting the strategies and methods used to reduce employee turnover. By integrating a transformational leadership style, managers and leaders could provide a supportive work environment, which may lead to a productive subordinate-manager working environment.

1. Adopt a transformational leadership style – This recommendation for action means employees believe a transformational leader will motivate and encourage employees to perform at a higher level of performance.

2. Compensation and benefits – This recommendation for action means employees are duly compensated for their skills, experience, and effort. Appropriate compensation and benefits also mean leaders value their employees, which is an important essential for loyalty and commitment.

3. Training for employees – This recommendation for action will provide incentives for employees to stay longer with the organization when they receive the necessary training to grow in the organization. In addition, such an organization can be more competitive in today's market with highly trained employees.

4. Open communications to all employees – This recommendation for action

    encourages managers and leaders to continue to share innovation, ideas, and

    information about the organization.

To adopt the strategies in the plan outlined above, I will forward a findings summary to

all participants and their companies. I will disseminate a one to two–page summary of the

results of my study to all participants, retail organization, local leaders, and business

organizations either by visiting companies, conducting public conferences or through

electronic communications.

Recommendations for Further Research

The purpose of this qualitative single case study was to explore strategies for

retail store managers in the southeastern United States use to reduce employee turnover.

The findings of this study expand the existing research on employee turnover and reasons

employees leave their jobs. Recommendations for future studies include addressing some

of the limitations. The first limitation is the geographic area; I recommend expanding the

study outside the borders of southeastern United States. The geographic limitation

impedes the chance to explore other experiences of employees. Because of the

geographic limitation, the results of this study may apply only to similar contexts and

similar organizations and may not be transferable to other settings. I recommend future

researchers consider different industry besides retail which may have to reduce employee

turnover within the past three years by using quantitative or mixed methods research

methodologies to comprehend the reasons for employee turnover within the organization.

I recommend future researchers investigate a quantitative or mixed method to examine the connection between employee turnover and other variables, such as wages, leadership style, benefits, communication with management, job satisfaction, training and development, organizational culture, performance management, management expectation, and recognition. Future researchers conducting research studies in these areas may provide managers with new insights which could help reduce employee turnover. Additionally, I recommend future researchers consider other data sources such as observations as participants may be less truthful in their response to the interview questions and participant might not recall all the facts associated with the strategies, they applied to reduce employee turnover. I recommend researchers put the participant at ease and engage in conversations about their experiences before starting the interviews.

Reflections

I started this journey nearly two and a half years ago when I applied for a different position within my current organization. I did not get the position as an HR manager, but I wanted to do something different than work in retail. Of course, I considered my age and what I wanted to do in the next five years. I always had a passion for training, teaching and helping others to excel. I wanted to use my experience as an advocate for employees and teach at the college level. I did not possess a teaching certificate or education degree but gaining a DBA will help me pursue goals as a college professor. My second reason for attaining a DBA is for my passion for learning and making a difference in the company and community. In the retail industry, reducing employee turnover is important to remain profitable. Turnover cost affects the bottom line of any organization

and managers can influence the top performers to remain with the organization through job satisfaction, respect, honesty, mentorship, and development. I wanted to teach generation X and use my knowledge and experience to influence and help shape the future leaders to excel in the world today. The journey has enabled me to make great connections and lasting friendships. I could not have gone through this journey without the support of my new network of friends and mentors.

During the prospectus and proposal process, it became very frustrating and difficult at times to push forward. It seemed like I would never get thru this process. My main concern was completing the necessary research and daily challenges at work. Work became very stressful and at times I did not make the time to continue working on my degree. Some days were 18 hours work day; 12 at work and then 6 hours to work on my study. My job became very stressful and with stress, it does affect your health. In the middle of the proposal process, I struggle with my health and my health was my main concern. With the focus on my health, I did not get very far with my study. After working with my doctors, it was obvious I needed to focus on getting better. I was put on short-term disability and could not stand or walk. Not being able to work was a test of my faith. While out of work, it allowed me to focus on my proposal and push forward.

I was the data collection instrument for the study and one of my challenges was preventing my personal biases from affecting the results of the research. As a retail manager and military veteran, I dealt with employee turnover and managerial challenge to improve, retain and maintain top-performing workers. Of course, the military is a little different because they don't have money to motivate or encourage soldiers to remain in

their position. To reframe from personal biases during the collection process, I emailed all potential participants and asked them to complete a knowledge check questionnaire to check if they meet the criteria to participate in the study. After the potential participants were identified, I emailed all managers who met the criteria for this study and invited them to participate in the study. I also used the interview protocol to ask the approved questions from each participant in the same order to eliminate personal biases and ensure the findings of this study is the perspectives of the participants.

Conclusion

Reducing employee turnover is an important feature of operating a business because losing highly skilled workers affects profitability and sustainability; therefore, controlling and predicting employee turnover is an essential business practice in the most business organization (Park & Park, 2016). Employee turnover produces an overwhelming impact on any business by improving profitability and sustainability. The purpose of this qualitative single case study is to explore strategies retail managers use to reduce employee turnover. The target population consisted of retail store managers, who have successfully used strategies to reduce employee turnover from a business in the Southeastern region of the United States. The usage of NVivo 12 allowed me to understand the research data efficiently and effectively. The data from the research led to the identification of recurring themes participants shared during the interviews. During the data analysis, I focused on themes which were pertinent to the central research question and the conceptual framework. The data analysis revealed the following themes: supportive management style, competitive compensations, training for employees and

efficient, and effective communications to employees. The study findings agreed with

existing literature and knowledge regarding strategies to reduce employee turnover. A

transformational leader can affect the retention of skilled workers and reduce the overall

turnover rate in any organization or business.

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Appendix: Interview Protocol

<div align="right">

Interview #_____

Date_____/_____/_____

</div>

Interview Protocol	
What you will do	**What you will say—script**
Introduce the interview and set the stage—often over a meal or coffee	Script: Hello. My name is Sharon B. Love, and I am a doctoral candidate at Walden University. I am conducting my doctoral study on strategies retail managers use to reduce employee turnover, which I will present in partial fulfillment of the requirements to complete my Doctor of Business Administration degree. I appreciate your participation in this study. Before we begin, I would like your permission to record this interview digitally, so I will later be able to create a transcript of our conversation. If, at any time during this interview, you would like me to stop recording, please feel free to let me know.
Now, I will begin recording and briefly repeat the request to the permission to record.	I will keep your responses confidential. I will use your responses to develop a better understanding of your views on employee retention strategies and how they may affect your organization's retention rates. Again, the purpose of this study is to explore strategies managers use to reduce employee turnover in the retail industry. Now, I would like to remind you of your written consent to participate in this study. I am the responsible investigator specifying your participation in the doctoral study research project: Strategies to reduce employee turnover in the retail industry.
	You and I have both signed and dated the written consent, and I have provided you with a copy for your records. I will keep the other copy in a locked filing cabinet while I complete the study. Afterward, I

	will place the copy in a combination safe for five years. After the 5-year timeframe, I will destroy it. You understand your participation in this interview is completely voluntary and you may revoke your consent to participate at any time. If, at any time, you would like to take a break or stop the interview for any reason, please let me know. Do you have any questions or concerns before we get started? We will begin the interview now, with your permission.
• Watch for non-verbal queues • Paraphrase as needed • Ask follow-up probing questions to get more in-depth	1. What strategies have you used to reduce employee turnover? 2. What strategies did you find worked best to reduce employee turnover? 3. How did your employees respond to your different techniques to reduce employee turnover? 4. What strategies did you employ when employees stated they were considering resigning from the organization? 5. How did you assess the effectiveness of the employee turnover strategies used? 6. What additional information you would like to share strategies for reducing employee turnover?
Wrap up interview thanking participant	Script: Thank you very much for your time and energy.
Schedule follow-up member checking the interview	Script: After the interview is finished and the data is transcribed, I will meet with you at your store site. I will give you an opportunity to review the transcript from the interview to ensure the information is accurate. I will correct and clarify any issues you see. Are you available to check the transcripts sometime next week?